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2004

AGENDAS/MINUTES
HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

JANUARY 29/04....

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A 35

MUNICIPAL DOCUMENT

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Thursday, March 25, 2004

12:00 Noon

Hamilton Convention Centre

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ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

- A. *Operations Committee Second Report of 2004*
B. *Community Dinner : Community Builders Breakfast*

Attachment A
Attachment B

INFORMATION ITEMS

2. Correspondence

Nil

3. Minutes of Regular Meeting Held February 19, 2004

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising from the Minutes

5. Reports

6. Private and Confidential

7. New Business

8. Other Business

9. Date of Next Meeting: Thursday, April 29, 2004

10. Adjournment

OUTSTANDING BUSINESS

- (i) Police Chief (or Designate) to Attend Future Board to Discuss Club "Colors" at Events
(ii) Governance Seminar : 2004
-

2004 March 19
Patricia Bennett
Secretary

ORIGINAL DOCUMENT

OPERATIONS COMMITTEE SECOND REPORT OF 2004

The Operations Committee presents its **SECOND** Report of 2004 from its meeting held March 18, 2004 and respectfully requests approval of the following recommendations:

1. CC : Proposal for the Supply and Installation of a Concession Point-of-Sale System

THAT STAFF PRESENT A RECOMMENDATION FOR THE PURCHASE OF A POINT-OF-SALE SYSTEM TO THE NEXT OPERATIONS COMMITTEE MEETING; and

THAT STAFF PROVIDE AN ANALYSIS OF THE OPTION WHEREBY THE EXISTING CONCESSION SERVICES PROVIDER SUPPLY AND INSTALL A POINT-OF-SALE-SYSTEM DURING ITS CURRENT CONTRACT TERM WITH THE PROVISIO THAT THE POINT-OF-SALE SYSTEM BE AMORTIZED OVER A PERIOD OF LESS THAN TEN YEARS; and THAT ANY REMAINING AMORTIZED COSTS AT THE END OF THE CONTRACT BETWEEN HECFI AND SODEXHO BE ASSUMED BY THE SUCCESSFUL BIDDER OF THE NEXT TENDER FOR CONCESSION SERVICES; and

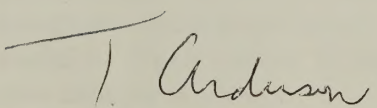
THAT OTHER ALTERNATIVES AND OPTIONS FOR THE PROVISION OF A POINT-OF-SALE SYSTEM BE EXAMINED.

2. CC : Service of Beverage Alcohol at Concert Events

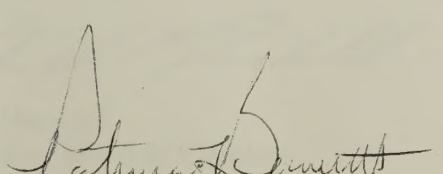
THAT THE FOLLOWING WRISTBAND PROCEDURE BE INCLUDED IN HECFI'S PROCEDURE FOR THE SERVICE OF ALCOHOL:

ALL PATRONS OF LEGAL AGE WISHING TO CONSUME BEVERAGE ALCOHOL BE REQUIRED TO VERIFY THEIR AGE IN ORDER TO OBTAIN A WRIST BAND.

Respectfully submitted,



Mr. T. Anderson, Chair



Patricia Bennett, Secretary

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Brad Calder
Acting Managing Director/CEO:

DATE: 2003 March 19

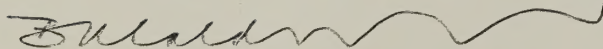
SUBJECT: **COMMUNITY BREAKFAST: April 20, 2004**
Sixth Annual Community Builders Breakfast
Hamilton Convention Centre

RECOMMENDATION:

THAT THE BOARD OF DIRECTORS PURCHASE A TABLE OF TEN TO THE COMMUNITY BUILDERS BREAKFAST TO BE HELD AT THE HAMILTON CONVENTION CENTRE TUESDAY, APRIL 20, 2004 FROM 7:30 A.M. TO 9:30 A.M. AT A COST NOT TO EXCEED \$500.

BACKGROUND:

- The H.E.C.F.I. Board of Directors traditionally shows its support of community organizations by purchasing a table to events being held in one of the H.E.C.F.I. facilities.
- Funds are available in the Board's allocation for meetings and receptions.



Brad Calder
Managing Director/CEO



MAR 17 2004

Volunteer Hamilton

March 15, 2004

Pat Bennett
Hamilton Entertainment & Convention Facilities Inc.
10 MacNab St.S.
Hamilton, Ontario L8P 4Y3

Dear Pat:

Volunteer Hamilton and the Hamilton Tiger Cats are pleased to invite you to the Sixth Annual **Community Builders Breakfast** to be held on Tuesday, April 20, 2004 from 7:30 am - 9:30 am at the Hamilton Convention Centre as part of the celebrations for National Volunteer Week 2004. The goal of the Community Builders Breakfast is to *celebrate the spirit of volunteerism* and recognize the commitment of the corporate community. It also provides an opportunity to profile Volunteer Hamilton with community leaders.

As a guest last year, you know that this is an outstanding event. Since the last breakfast, Volunteer Hamilton has utilized the proceeds of the breakfast to develop and support corporate employee volunteer initiatives in Hamilton. We hope you will join us again this year by purchasing a table for your organization.

The dynamic keynote speaker for this event is **Mr. Bob Young** –Owner of the Hamilton Tiger Cats Football Club and Founder and CEO, Lulu Inc. Bob will be discussing "why community building is good business" or rather "why all successful businesses are beneficial to their community." As well, he will talk about his work with The Center for the Public Domain, a non-profit foundation that founded in 1999. Since its inception as a venture philanthropic enterprise, The Center has contributed to the founding of several organizations that study, nurture and secure the health of the public domain through major gifts, grants and donations. These efforts have strengthened the public community of shared knowledge and culture across many sectors – technology, law, medicine, academic research, education, media and the arts.

We are asking for your support for this activity. A reserved table will ensure your organization's participation. Through the purchase of a table for \$500, you will be entitled to seating for ten individuals, recognition in the program and on the day of the event. Other event involvement opportunities are also available. Please contact Volunteer Hamilton at 905.523.4444 to confirm your participation by reserving your table for this event.

We look forward to welcoming you at the 6th Annual **Community Builders Breakfast** on April 20, 2004.

Sincerely,

John Marshall
President, Board of Directors

206-627 Main Street East, Hamilton, ON L8M 1J5 Ph 905.523.4444 Fx: 905.523.7465
info@volunteerhamilton.on.ca www.volunteerhamilton.on.ca

Charitable Registration No. 108103607RR Affiliated with United Way of Burlington, Hamilton-Wentworth and Volunteer Canada

40 Years of Service 1963-2003

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Thursday, February 26, 2004
12:00 Noon
Hamilton Convention Centre
Albion C**

MINUTES

PRESENT:

- Mr. F. Deys, Chair
- Councillor T. Whitehead, First Vice Chair
- Mr. D. Gillespie, Second Vice Chair
- Councillor D. Mitchell
- Councillor P. Bruckler
- Mr. R. Baboth
- Mr. S. Monzavi
- Mr. T. Anderson
- Mr. I. Thompson

ALSO PRESENT:

- Mr. B. Calder
- Mr. R. DiFilippo
- Mr. S. Farrauto
- Mr. R. Rakoczy
- Mrs. J. Mills
- Ms. D. Vivian

REGRETS:

- Mayor L. Di Ianni
- Councillor R. Powers
- Mr. P. DeCaria

1. Opening Remarks

The Chair welcomed everyone and called the meeting to order at 12:15 p.m.

A. Audit Committee First Report of 2004

MOVED by Mr. Monzavi, seconded by Mr. Baboth that

THE AUDIT COMMITTEE FIRST REPORT OF 2004 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

2003 Audit Plan

THAT GRANT THORNTON LLP CHARTERED ACCOUNTANTS BE APPOINTED AS EXTERNAL AUDITORS FOR HECFI AND THE HAMILTON PERFORMING ARTS FOUNDATION INC. FOR THE THIRD YEAR OF THEIR FIVE YEAR TERM; and

THAT THE 2003 AUDIT FEE IN THE AMOUNT OF \$13,000 PLUS GST BE APPROVED; and

THAT THE AUDIT FEES BE REVIEWED ANNUALLY TO REFLECT CHANGES IN THE SCOPE OF THE AUDIT WORK; and

THAT THE HECFI 2003 EXTERNAL AUDIT PLAN COMMUNICATION PREPARED BY GRANT THORNTON LLP CHARTERED ACCOUNTANTS BE APPROVED.

MOTION CARRIED.

B. Operations Committee First Report of 2004

MOVED by Mr. Anderson, seconded by Mr. Thompson that

THE OPERATIONS COMMITTEE FIRST REPORT OF 2004 BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:

Building Security Guard Services : Acceptance of Tender

THAT THE TENDER SUBMITTED BY HAMILTON PROTECTION SERVICES LTD. FOR THE PROVISION OF BUILDING SECURITY GUARD SERVICES AT THE HAMILTON CONVENTION CENTRE AND COPPS COLISEUM FOR THE TERM COMMENCING 2004 MARCH 1 TO 2006 DECEMBER 31 BE ACCEPTED; and

THAT THE COST OF THIS EXPENDITURE BE FINANCED FROM THE OPERATING BUDGET, ACCOUNT NOS. 56202 372431 / 372433.

MOTION CARRIED.

C. Finance & Administration Committee First Report of 2004

The Finance & Administration Committee First Report of 2004 was received. It was

C.1 Closing of Capital Accounts

Moved by Mr. Gillespie, seconded by Mr. Monzavi that

THE FOLLOWING HECFI CAPITAL PROJECT ACCOUNTS BE CLOSED:

CAPITAL CENTRE NUMBER	PROJECT DESCRIPTION	AUTHORIZED GROSS AMOUNT	EXPANDED/ COMMITTED TO-DATE	BALANCE AVAILABLE
3720041001	Hamilton Place Renovation	\$400,000	\$400,000	Nil
3720141200	Hamilton Place Replace- Renovate Facilities	\$200,000	\$200,000	Nil
3720241103	Hamilton Place Renovations and Replacements	\$200,000	\$200,000	Nil
3729841063	Replace – Renovate Facilities Equipment	\$415,000	\$415,000	Nil

MOTION CARRIED.

C.2 Policy and Procedure : Tool Cabinets / Lockers

Moved by Mr. Baboth, seconded by Mr. Gillespie that

**POL-00014 RESPECTING THE USE OF TOOL CABINETS AND LOCKERS BE
ADDED TO HECFI'S POLICY & PROCEDURE MANUAL.**

C.3 Grant Thornton Invoice – Special Audit

Moved by Mr. Gillespie, seconded by Mr. Baboth that

**THE INVOICE FROM GRANT THORNTON LLP CHARTERED ACCOUNTANTS
RELATING TO THE SPECIAL AUDIT BE APPROVED FOR PAYMENT SUBJECT TO
A REDUCTION TO \$4,000.**

C.4 New Faces Theatre Productions : Account Receivable

Moved by Mr. Monzavi, seconded by Mr. Thompson that

**THE OUTSTANDING RECEIVABLE IN THE AMOUNT OF \$4,130.49 (PLUS AN
ADDITIONAL \$1,097.01 IN INTEREST) BE WRITTEN OFF AGAINST THE
ALLOWANCE FOR DOUBTFUL ACCOUNTS; and**

THAT MARKETING STAFF BE INSTRUCTED NOT TO PURSUE ANY NEW BUSINESS WITH NEW FACES THEATRE PRODUCTIONS AND/OR DAVID DAYLER UNLESS THE FOREGOING ACCOUNT RECEIVABLE IS PAID IN FULL.

MOTION CARRIED.

It was clarified that writing the foregoing accounts receivable off does not preclude staff from pursuing collection and accepting payment from Mr. Dayler.

D. 2004 Tiger Cats Season's Tickets

Management's February 12th report was received. Following discussion it was

MOVED by Councillor Whitehead, seconded by Mr. Monzavi that

THE RECOMMENDATION TO PURCHASE TIGER CATS SEASON'S TICKETS BE REFERRED BACK TO STAFF FOR REVIEW; and

THAT STAFF BE DIRECTED TO DEVELOP A POLICY INCORPORATING A PROCESS TO INCLUDE WITHIN THE MARKETING BUDGET A PROVISION FOR THE PURCHASE OF TICKETS TO EVENTS SPONSORED BY THOSE ASSOCIATIONS OR GROUPS WHICH POSITIVELY IMPACT ON HECFI REVENUES.

MOTION CARRIED.

2. Correspondence

Nil

3. Minutes of Regular Meeting Held January 29, 2004

MOVED by Mr. Baboth, seconded by Councillor Bruckler that

THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS HELD JANUARY 29, 2004 BE APPROVED.

MOTION CARRIED.

4. Business Arising from the Minutes

4.1 2004 Contingency Budget

Management's February 12th report was received. In keeping with the consensus reached at the January meeting of the Board to withhold making any decisions regarding the 2004 operating budget until after Council has received (and decided upon an outcome) the operational review, it was agreed that the report would be received for information.

It was clarified that the savings identified by staff from the operating budget (including a modification to the Client Appreciation event) will not adversely impact the operations of the facilities. Staff believes that changes to improve the Client Appreciation event will result in a more focused event and will better feature the Convention Centre and the culinary skills of its chefs.

Staff will continue its review and to look for additional ways to increase revenues via its revenue budget.

Mr. Monzavi reiterated the Board's January 29th direction to staff to "....look for new opportunities to increase revenue rather than decrease operating funds....." It was

MOVED by Mr. Anderson, seconded by Mr. Baboth that

MANAGEMENT'S FEBRUARY 12, 2004 REPORT, HECFI 2004 OPERATING BUDGET CONTINGENCY PLAN, BE RECEIVED.

MOTION CARRIED.

5. Reports

5.1 Financial Summary for the Eleven Month Period Ended November 30, 2003

5.2 Status Report on HECFI Revenue for the Eleven Month Period Ended November 30, 2003

The foregoing reports were received for information. The Director of Business Services, Rick DiFilippo, apprised Board Members that year-end results, while not finalized, are anticipated to reflect a deficit estimated to be under \$25,000. It was noted that many of the charges by the City to HECFI have come in lower than anticipated. Once final figures are provided, staff will compare the charges to the projected 2004 operating budget and make amendments, if applicable.

6. Private and Confidential

MOVED by Mr. Monzavi, seconded by Mr. Thompson that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 12:50 P.M.

MOTION CARRIED.

MOVED by Mr. Anderson, seconded by Mr. Gillespie that

THE IN-CAMERA SESSION BE ADJOURNED AT 12:55 P.M.

MOTION CARRIED.

7. New Business

7.1 HPO Gala

Board Members were reminded that the Board has purchased two tickets to HPO's Gala at Kittling Ridge Estate, Saturday, February 28th. Neither the Board Chair, First Vice or Second Vice are able to attend. It was noted that Mr. Anderson may attend on behalf of the Board. Staff members will be polled should Mr. Anderson not attend.

7.2 Invoice : HECFI Legal Representation : Wrongful Dismissal

Mr. Deys apprised the Board of an invoice from McArthur Vereschagin in the amount of \$6,118.40 representing legal fees for professional services rendered in connection with the Macaluso Wrongful Dismissal.

7.3 Chairman's Dinner

The Board agreed that a Chairman's Dinner be arranged to honour the eight Members of the Board who have left (Mayor Wade, Councillors Horwath, Collins and Kelly, Mrs. Dow, Mr. Skrypnjak, Ms. Shackleton and Mr. McIntyre.)

8. Other Business

8.1 Operational Review

Mr. Deys advised that KPMG presented its draft report to the Steering Committee. Councillor Whitehead, Duncan Gillespie and Rick DiFilippo were present for the discussion. The consultants were requested to provide an implementation plan and associated costs. It was agreed that Messrs. Deys and Gillespie may develop a response to the report and convey it to Councillors Whitehead, Mitchell and Bruckler, on behalf of the City of Hamilton.

8.2 Standing Committee Appointments

It was agreed that political representatives should be appointed to Standing Committees during the interim until such time as formal elections are conducted. It was

MOVED by Mr. Anderson, seconded by Mr. Baboth that

COUNCILLOR TERRY WHITEHEAD BE APPOINTED TO THE OPERATIONS, MARKETING & SALES, AUDIT AND FINANCE & ADMINISTRATION COMMITTEES; and

THAT COUNCILLOR DAVE MITCHELL BE APPOINTED TO THE OPERATIONS AND MARKETING & SALES COMMITTEES; and

THAT COUNCILLOR PHIL BRUCKLER BE APPOINTED TO THE MARKETING & SALES, AUDIT AND FINANCE & ADMINISTRATION COMMITTEES.

MOTION CARRIED.

8.3 Temporary Appointment of Entertainment Programmer

Mr. Calder reported that Mr. Jayson Duggan has been temporarily appointed to the position of Entertainment Programmer. Mr. Duggan will fill the vacancy created by Mr. Rakoczy's temporary appointment to Manager of the Entertainment division. Mr. Duggan brings to the position approximately ten years related experience at McMaster University.

9. Date of Next Meeting

Thursday, May 25, 2004

10. Adjournment

The meeting adjourned at 1:55 p.m.

TAKEN AS READ AND APPROVED

Mr. Fred Deys, Chair

Patricia Bennett, Secretary

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, February 26, 2004
12:00 Noon
Hamilton Convention Centre
Albion C

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

- | | | |
|----|--|---------------------|
| A. | <i>Audit Committee First Report of 2004</i> | <i>Attachment A</i> |
| B. | <i>Operations Committee First Report of 2004</i> | <i>Attachment B</i> |
| C. | <i>Finance & Administration Committee First Report of 2004</i> | <i>Attachment C</i> |
| D. | <i>2004 Tiger Cats Seasons's Tickets</i> | <i>Attachment D</i> |

INFORMATION ITEMS

- | | | |
|-----|---|--------------------------|
| 2. | Correspondence | Nil |
| 3. | Minutes of Regular Meeting Held January 29, 2004 | Attachment 3 |
| | 3.1 Errors or Omissions | |
| | 3.2 Motion for Approval | |
| 4. | Business Arising from the Minutes | |
| | 4.1 2004 Contingency Budget | Attachment 4.1 |
| 5. | Reports | |
| | 5.1 Financial Summary for the Eleven Month
Period Ended November 30, 2003 | Attachment 5.1 |
| | 5.2 Status Report on HECFI Revenue for the
Eleven Month Period Ended November 30, 2003 | Attachment 5.2 |
| 6. | Private and Confidential | |
| 7. | New Business | |
| 8. | Other Business | |
| 9. | Date of Next Meeting: | Thursday, March 25, 2004 |
| 10. | Adjournment | |

OUTSTANDING BUSINESS

- | | |
|------|---|
| (i) | Police Chief (or Designate) to Attend Future Board to Discuss Club "Colors" at Events |
| (ii) | Governance Seminar : March 2004 |
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MUNICIPAL DOCUMENT

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**AUDIT COMMITTEE
FIRST REPORT OF 2004**

The Audit Committee presents its **FIRST** Report of 2004 from its meeting held February 19, 2004 and respectfully requests approval of the following recommendation:

1. 2003 Audit Plan

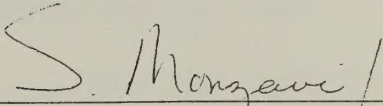
GRANT THORNTON LLP CHARTERED ACCOUNTANTS BE APPOINTED AS EXTERNAL AUDITORS FOR HECFI AND THE HAMILTON PERFORMING ARTS FOUNDATION INC. FOR THE THIRD YEAR OF THEIR FIVE YEAR TERM; and

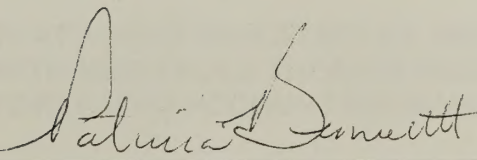
THAT THE 2003 AUDIT FEE IN THE AMOUNT OF \$13,000 PLUS GST BE APPROVED; and

THAT THE AUDIT FEES BE REVIEWED ANNUALLY TO REFLECT CHANGES IN THE SCOPE OF THE AUDIT WORK; and

THAT THE HECFI 2003 EXTERNAL AUDIT PLAN COMMUNICATION PREPARED BY GRANT THORNTON LLP CHARTERED ACCOUNTANTS BE APPROVED.

Respectfully submitted,


Mr. S. Monzavi, Chair *pb*


Patricia Bennett, Secretary

B

OPERATIONS COMMITTEE FIRST REPORT OF 2004

The Operations Committee presents its **FIRST** Report of 2004 from its meeting held February 19, 2004 and respectfully requests approval of the following recommendations:

1. Building Security Guard Services : Acceptance of Tender

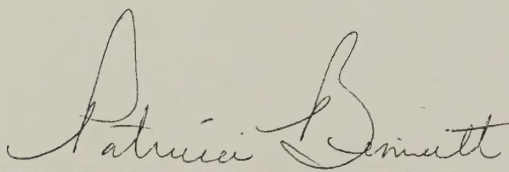
THAT THE TENDER SUBMITTED BY HAMILTON PROTECTION SERVICES LTD. FOR THE PROVISION OF BUILDING SECURITY GUARD SERVICES AT THE HAMILTON CONVENTION CENTRE AND COPPS COLISEUM FOR THE TERM COMMENCING 2004 MARCH 1 TO 2006 DECEMBER 31 BE ACCEPTED; and

THAT THE COST OF THIS EXPENDITURE BE FINANCED FROM THE OPERATING BUDGET, ACCOUNT NOS. 56202 372431 / 372433.

Respectfully submitted,



Mr. T. Anderson, Chair *pb*



Patricia Bennett, Secretary

**FINANCE AND ADMINISTRATION COMMITTEE
FIRST REPORT OF 2004**

The Finance and Administration Committee presents its **FIRST** Report of 2004 from its meeting held February 19, 2004 and respectfully requests approval of the following recommendations:

1. Closing of Capital Accounts

THAT THE FOLLOWING HECFI CAPITAL PROJECT ACCOUNTS BE CLOSED:

CAPITAL CENTRE NUMBER	PROJECT DESCRIPTION	AUTHORIZED GROSS AMOUNT	EXPANDED/ COMMITTED TO-DATE	BALANCE AVAILABLE
3720041001	Hamilton Place Renovation	\$400,000	\$400,000	Nil
3720141200	Hamilton Place Replace- Renovate Facilities	\$200,000	\$200,000	Nil
3720241103	Hamilton Place Renovations and Replacements	\$200,000	\$200,000	Nil
3729841063	Replace – Renovate Facilities Equipment	\$415,000	\$415,000	Nil

2. Policy and Procedure : Tool Cabinets / Lockers

THAT POL-00014 RESPECTING THE USE OF TOOL CABINETS AND LOCKERS BE ADDED TO HECFI'S POLICY & PROCEDURE MANUAL.

3. Grant Thornton Invoice – Special Audit

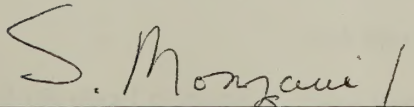
THAT THE INVOICE FROM GRANT THORNTON LLP CHARTERED ACCOUNTANTS RELATING TO THE SPECIAL AUDIT BE APPROVED FOR PAYMENT SUBJECT TO A REDUCTION TO \$4,000.

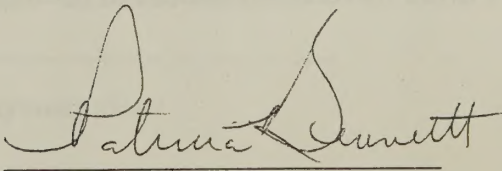
4. New Faces Theatre Productions : Account Receivable

THAT THE OUTSTANDING RECEIVABLE IN THE AMOUNT OF \$4,130.49 (PLUS AN ADDITIONAL \$1,097.01 IN INTEREST) BE WRITTEN OFF AGAINST THE ALLOWANCE FOR DOUBTFUL ACCOUNTS; and

THAT MARKETING STAFF BE INSTRUCTED NOT TO PURSUE ANY NEW BUSINESS WITH NEW FACES THEATRE PRODUCTIONS AND/OR DAVID DAYLER UNLESS THE FOREGOING ACCOUNT RECEIVABLE IS PAID IN FULL.

Respectfully submitted,


Mr. S. Monzavi, Chair


Patricia Bennett, Secretary

D

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

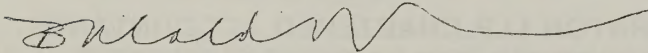
FROM: Brad Calder
Acting Managing Director/CEO

DATE: 2004 February 12

SUBJECT: **2004 TIGER CAT SEASON'S TICKETS**

RECOMMENDATION:

**THAT THE BOARD OF DIRECTORS AUTHORIZE THE PURCHASE OF FOUR
HAMILTON TIGER CAT SEASON'S TICKETS IN THE AMOUNT OF \$1,652.04.**



Brad Calder
Acting Managing Director/CEO

BACKGROUND:

- Traditionally, HECFI has purchased four season's tickets to the Hamilton Tiger Cats for use as marketing incentives and as well, to demonstrate HECFI's support for the Club.
- Funds have been allocated for this purchase in the Marketing budget.



2004 Season Ticket Renewal Application

Acct # 8-47005

HECFI
Attn: Lorelei Kilgour
10 MacNab St S
Hamilton On L8P 4Y3

YOUR SEAT LOCATIONS ARE:

Section	Row	Seats
Box C	9	17-20 @ \$413.01

GST amount (GST # 899254072RT) \$ 98.84
RST amount \$ 141.20

For the 2004 season these seats total:

\$ 1652.04

(Become part of the Traditions Club and pay less – see brochure!)

Please check if the following applies:

I wish to change my seat location _____

Area desired _____

I have Youth (age 16 or under) tickets in my account (must be provided to allow discount)

Name of youth: _____ Date of birth: _____

Name of youth: _____ Date of birth: _____

Name of youth: _____ Date of birth: _____

Call (905) 547-CATS or 1-800-714-ROAR to order.

You can pay by Visa, Mastercard, American Express Please have both your credit card and this form handy when you call.

You can also fill out the information below and mail it in with a cheque made payable to The Hamilton Tiger-Cats. Or in person at the Roarr Stores in Centre Mall and Jackson Square or the Stadium Ticket Office, 75 Balsam Ave N

If your mailing address has changed, please note the changes next to the address at the top of this page

Credit Card Number: _____ Expiry Date: _____

Signature: _____ Phone: _____

Ask about our credit card payment plan !

Please send me email updates Email address _____

Date of Birth _____ (must be filled in to receive emails)

THANK YOU FOR BEING A HAMILTON TIGER-CAT SEASON TICKET HOLDER !

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Thursday, January 29, 2004
12:00 Noon
Hamilton Convention Centre
Room 314

MINUTES

PRESENT:

Mr. F. Deys, Chair
Mayor L. Di Ianni
Councillor T. Whitehead
Councillor D. Mitchell
Councillor P. Bruckler
Mr. T. Anderson
Mr. I. Thompson
Mr. R. Baboth
Mr. D. Gillespie
Mr. S. Monzavi
Mr. P. DeCaria

REGRETS:

Councillor R. Powers
Ms. B. Shackleton

1. Opening Remarks

Chair Fred Deys called the meeting to order at 12:20, remarking that forecasted activity in the facilities for the month of March is very good. Mr. Deys advised he had received an e-mail with an attached signed letter from Barb Shackleton tendering her resignation from the Board of Directors, effective immediately. Ms. Shackleton has verbally confirmed this action with a Board Member.

A. Board Elections : First and Second Vice Chairs

First Vice Chair

Mr. Deys opened the floor for nominations for the position of First Vice Chair. Mr. Gillespie nominated Councillor T. Whitehead, seconded by Mr. Anderson. No further nominations were received. Mr. Anderson moved that nominations be closed, seconded by Mr. Thompson.

COUNCILLOR TERRY WHITEHEAD WAS ACCLAIMED TO THE POSITION OF FIRST VICE CHAIR OF THE BOARD.

The Board agreed to a brief recess at 12:25 p.m. and reconvened at 12:27 p.m.

Second Vice Chair

Nominations were invited for the position of Second Vice Chair. Councillor Whitehead nominated Duncan Gillespie, seconded by Mr. Anderson. No further nominations were received. Mr. Anderson moved that nominations be closed, seconded by Mr. Monzavi.

MR. DUNCAN GILLESPIE WAS ACCLAIMED TO THE POSITION OF SECOND VICE CHAIR OF THE BOARD.

B. Community Dinner : CYO Celebrity Dinner : February 26, 2004

MOVED by Mr. Gillespie, seconded by Mr. Baboth that

THE BOARD OF DIRECTORS PURCHASE A TABLE OF TEN TO THE CYO CELEBRITY DINNER, THURSDAY, FEBRUARY 26, 2004 AT THE HAMILTON CONVENTION CENTRE AT A COST OF \$1,000.

MOTION CARRIED.

C. Community Dinner : 3rd Annual HPO Gala February 28, 2004, Kittling Ridge Winery Inn

MOVED by Mr. Gillespie, seconded by Mr. Anderson that

THE BOARD OF DIRECTORS PURCHASE TWO TICKETS ON BEHALF OF THE CHAIR AND FIRST VICE-CHAIR, OR THEIR DESIGNATES, TO ATTEND THE 3RD ANNUAL HPO GALA, SATURDAY, FEBRUARY 28, 2004 AT THE KITTLING RIDGE WINERY INN AT A COST OF \$200.

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Thompson, seconded by Councillor Whitehead that

CORRESPONDENCE BE RECEIVED FROM THE SHOESMITH FAMILY, MCMASTER UNIVERSITY, MOHAWK COLLEGE, THE SALVATION ARMY AND AN EXCERPT FROM THE INFORMATION AND PRIVACY COMMISSION'S PERSPECTIVES.

MOTION CARRIED.

3. Minutes of Regular Meeting Held December 15, 2003

MOVED by Mr. Baboth, seconded by Councillor Whitehead that

THE MINUTES OF THE REGULAR MEETING HELD DECEMBER 15, 2003 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Review of 2004 Operating Budget

The Chair advised that although the 2004 Operating Budget has been approved by the Board at its October meeting, during staff's presentation of the budget to the City's Corporate Administration Committee, it was recommended that the budget be tabled for discussion at the next Board meeting in order that new Councillors appointed to the Board may have an opportunity for review. The following are the highlights of the discussion:

- HECFI submitted a budget with a 4.1 percent increase (\$95,000). It was pointed out that this increase would be only 3 percent (\$71,000) if HECFI had received the same offset to partially cover COLA increases from the City as has been provided to City departments. The increase is due mainly to elevated costs and adjusted revenues to more accurately reflect projected business activity;

- HECFI's current municipal contribution is lower, compared to the 1986 municipal contribution (if inflation was taken into consideration). It was noted that the municipal contribution has been reduced annually for eleven years;
- Parking revenues generated by the HECFI facilities were estimated by staff at the Parking Authority to be between \$250,000 and \$300,000 annually. HECFI staff estimated revenues to be \$1.3 million (with no overheads taken into consideration);
- Newly appointed councillors queried HECFI's mandate which is currently under review by KPMG consultants as part of the operational review requested by the City. As well, responsibility for funding capital projects was also queried;
- staff was requested to conduct a review of the budget with the view to decreasing the budget increase to three percent. Staff was directed to look for new opportunities to increase revenue rather than decrease operating funds;
- HECFI currently provides its tenants and community groups with cost reductions and other incentives in order that such groups may utilize the facilities and services at affordable rates, i.e. when the Hamilton Bulldogs played their playoff series last season, HECFI did not meet its basic costs to operate the facility;
- Councillors stated that results of the Operational Review should be known before making any decisions respecting HECFI's budget;

It was

MOVED by Mr. Monzavi, seconded by Mr. Anderson that

STAFF BE DIRECTED TO PREPARE A CONTINGENCY BUDGET IN ORDER TO REDUCE THE OVERALL INCREASE TO THREE PERCENT.

MOTION CARRIED.

4.2 Operational Review

Mr. Deys reported that the final draft report is expected to be presented to the Steering Committee today. The Steering Committee is scheduled to meet Friday, February 6th to formally receive and discuss the report. Both the Board Chair and the Acting CEO will be away attending a conference. The Acting CEO will forward a designate and Councillor T. Whitehead will attend on the Chair's behalf.

Mr. Calder clarified that the \$85,000. consultant fees to complete the operational review have been factored in HECFI's capital costs.

5. Reports

5.1 Director's Report : Operations/Events Delivery

MOVED by Councillor Whitehead, seconded by Mr. Baboth that

THE JANUARY 2004 REPORT FROM THE DIRECTOR OF OPERATIONS/EVENTS DELIVERY BE RECEIVED.

MOTION CARRIED.

During discussion of the report, Mr. Calder reported that in respect of the ISU event, HECFI did not reach its anticipated revenue targets due to poor attendance, but did not lose money on the event.

5.2 Director's Report : Business Services

MOVED by Mr. Monzavi, seconded by Mr. DeCaria that

THE JANUARY 2004 REPORT FROM THE DIRECTOR OF BUSINESS SERVICES BE RECEIVED.

MOTION CARRIED.

5.3 Sales Reports

MOVED by Mr. Baboth, seconded by Mr. Gillespie that

THE SALES REPORTS FOR DECEMBER 2002 AND 2003 BE RECEIVED.

MOTION CARRIED.

5.4 Confirmed Events/Performances January – April

The report, Confirmed Events/Performances from January 2004 to April 2004 was received.

6. Private and Confidential

MOVED by Mr. Thompson, seconded by Mr. Baboth that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 1:40 P.M.

MOTION CARRIED.

MOVED by Mr. Gillespie, seconded by Mr. Baboth that

THE MEETING MOVE OUT OF IN-CAMERA AT 2:40 p.m.

MOTION CARRIED.

7. New Business

Nil

8. Other Business

Nil

9. Date of Next Meeting

Thursday, February 26, 2004

10. Adjournment

The meeting adjourned at 3:41 p.m.

TAKEN AS READ AND APPROVED

Mr. F. Deys, Chair

Patricia Bennett, Secretary

4.1

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Brad Calder
Acting Managing Director/CEO

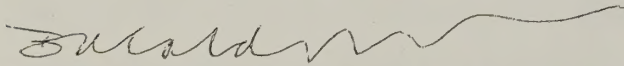
Rick DiFilippo
Director of Business Services

DATE: 2004 February 12

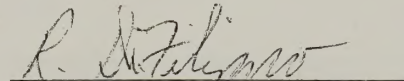
SUBJECT: HECFI 2004 OPERATING BUDGET
CONTINGENCY PLAN

RECOMMENDATION:

THAT THE FOLLOWING REPORT BE RECEIVED FOR INFORMATION.



Brad Calder


Rick DiFilippo

BACKGROUND:

- At the January 29, 2004 meeting of the HECFI Board of Directors, staff was instructed to prepare a contingency plan for the possible elimination of \$24,000 from the HECFI 2004 Operating Budget that was previously approved on October 30, 2003.
- Staff has reviewed the budget data and updated it for developments that have occurred since its original preparation.
- If it is the will of the Finance and Administration Committee, the following items can be considered:

- Possible reduction in advertising and promotion expenditures as a result of adjustments to the plans for Client Appreciation Night \$14,000
- Possible reduction in computer related costs based upon an adjusted review of HECFI's system needs \$10,000

TOTAL: \$24,000

5.1

Financial Summary For The Eleven Month Period Ended November 30, 2003

Actual Results For The Eleven Month Period Ended <u>November 30, 2002</u>		(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favourable <Unfavourable> <u>Budget Variance</u>
\$8,257,216	Revenue	\$7,266,240	\$7,579,681	\$ 313,441
<u>10,078,051</u>	Expenses	<u>9,289,784</u>	<u>9,815,440</u>	<u>(525,656)</u>
\$1,820,835	Excess of Expenses Over Revenue From Operations	\$2,023,544	\$2,235,759	\$(212,215)
<u>-</u>	Actual Severance Costs Paid to Date	<u>-</u>	<u>90,300</u>	<u>(90,300)</u>
<u>\$1,820,835</u>	Excess of Expenses Over Revenue	<u>\$2,023,544</u>	<u>\$2,326,059</u>	<u>\$(302,515)</u>

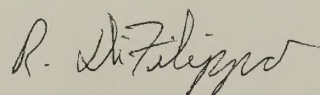
Comments:

HECFI's municipal contribution from operations was over-expended by \$212,215 (see row 3, column 3 above) for the eleven month period ended November 30, 2003. This represents a decrease of \$82,074 from the over-expended amount that was reported to you last month. The financial statements attached to this report include actual severance costs incurred to date relating to the former Managing Director/CEO. These expenses have been separately disclosed in the statements and excluded from the results from operations in accordance with Section 3480.12 of the Canadian Institute of Chartered Accountants' Handbook. An additional provision for severance costs will be necessary by the year end but has not been included in these statements as negotiations are ongoing. The ultimate severance cost will be material to these financial statements.

The favourable results for the month arose primarily from lower than expected expenditures (due to operating efficiencies and the effects of the spending freeze) combined with higher than anticipated revenues at The Ronald V. Joyce Centre for the Performing Arts at Hamilton Place and at the Hamilton Convention Centre.

The unfavourable results for the eleven month period ended November 30, 2003 result mainly from lower than anticipated revenue being generated as a result of fewer events being booked (primarily a NBA and two NHL preseason games) combined with lower than anticipated attendance at some shows.

Please note that it is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



Rick DiFilippo, CA
Director of Business Services
19 December, 2003

**THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES**

	Actual Operating Results For The Eleven Month Period Ended November 2002		Actual Operating Results For The Eleven Month Period Ended November 2002
	(1)	(2)	(3)
REVENUE			
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,769,810	1,644,500	\$1,425,878
OTHER RENTALS	257,050	224,401	232,604
FOOD, BEVERAGE AND CONCESSIONS	2,812,670	2,550,066	2,616,171
RECOVERIES	2,389,500	2,128,657	2,593,454
BOX OFFICE	480,690	446,970	459,956
OTHER	348,240	271,646	251,618
TOTAL REVENUE	\$8,057,960	7,266,240	\$7,579,681
			4.3%
			\$8,257,216
EXPENSES BY DEPARTMENT / SECTION			
OPERATIONS-ADMINISTRATION	\$309,860	\$281,072	\$272,578
FOOD AND BEVERAGE	2,513,665	2,297,419	2,339,737
EVENTS DELIVERY	2,118,515	1,873,667	2,457,584
BUILDING OPERATIONS	2,307,790	2,046,718	2,102,729
MARKETING AND PROMOTION	1,631,720	1,419,612	1,402,795
ADMINISTRATION-CEO/BOARD	553,830	500,251	381,787
PROFESSIONAL FEES	27,000	17,413	6,060
BUSINESS SERVICES	462,760	415,661	411,958
BOX OFFICE	336,190	312,370	314,610
INSURANCE	137,020	125,601	125,602
TOTAL EXPENSES	\$10,398,350	9,289,784	\$9,815,440
			-5.7%
			\$10,078,051
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	\$2,340,390	2,023,544	\$2,235,759
CONTRIBUTION FROM THE CITY			
UNDER (OVER) EXPENDED MUNICIPAL CONTRIBUTION FROM OPERATIONS	\$0	\$0	(\$212,215)
ACTUAL TERMINATION COSTS PAID TO DATE			(\$90,300)
UNDER(OVER) EXPENDED MUNICIPAL CONTRIBUTION			(\$302,515)
			\$49,669

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

*For an analysis of the Budget Variance for revenues, see the attached schedule.

ANALYSIS OF THE BUDGET VARIANCE FOR REVENUES
FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 2003

	Favourable/ (Unfavourable) Budget Variance Amount
--	--

REVENUES NOT CLOSELY ASSOCIATED WITH EXPENSES:

RENTAL, LICENCE FEES AND SHOW REVENUE	(\$218,622)
OTHER RENTALS	8,203
SODEXHO COMMISSIONS	(60,298)
TICKETMASTER COMMISSIONS AND NET CREDIT CARD REVENUE	30,411
OTHER	(20,028)
	<u>(\$260,334)</u>

REVENUES CLOSELY ASSOCIATED WITH EXPENSES:

FOOD AND BEVERAGE (LESS SODEXHO COMMISSIONS)	\$126,403
RECOVERIES	464,797
BOX OFFICE (LESS TICKETMASTER COMMISSIONS AND NET CREDIT CARD REVENUE)	(17,425)
	<u>\$573,775</u>
	<u> </u>
TOTAL	<u>\$313,441</u>

STATUS REPORT ON HECFI REVENUE FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 2003

	Hamilton Convention Centre			Hamilton Place			Copps Coliseum			Corporate *			TOTAL HECFI	
	Current Month	Year to Date	Year to Date	Current Month	Year to Date	Year to Date	Current Month	Year to Date	Year to Date	Current Month	Year to Date	Year to Date	Current Month	Year to Date
2003 Actual	437,968	3,124,894	1,512,103	145,330	1,512,103	2,444,453	199,069	2,444,453	498,231	37,858	498,231	7,579,681	820,225	7,579,681
2003 Budget	406,597	3,115,116	1,161,864	99,245	1,161,864	2,538,953	250,949	2,538,953	450,307	43,837	450,307	7,266,239	800,628	7,266,239
Favorable/ (Unfavorable) Variance	31,371	9,778	350,239	46,085	350,239	(94,500)	(51,880)	(94,500)	47,924	(5,979)	47,924	313,442	19,597	313,442

COMPARISON TO PRIOR YEAR'S ACTUALS

	Hamilton Convention Centre			Hamilton Place			Copps Coliseum			Corporate *			TOTAL HECFI	
	Current Month	Year to Date	Year to Date	Current Month	Year to Date	Year to Date	Current Month	Year to Date	Year to Date	Current Month	Year to Date	Year to Date	Current Month	Year to Date
2003 Actual	437,968	3,124,894	1,512,103	145,330	1,512,103	2,444,453	199,069	2,444,453	498,231	37,858	498,231	7,579,681	820,225	7,579,681
2002 Actual	275,521	3,053,051	1,616,020	237,210	1,616,020	3,025,937	205,767	3,025,937	562,208	62,649	562,208	8,257,216	781,147	8,257,216
Favorable/ (Unfavorable) Variance	162,447	71,843	(103,917)	(91,880)	(103,917)	(581,484)	(6,698)	(581,484)	(63,977)	(24,791)	(63,977)	(677,535)	39,078	(677,535)

* Corporate revenue includes revenue common to two or all three facilities, such as interest revenue, gift certificates, box office revenue, etc.

** The monthly and year to date revenue budgets represent targets established by the Marketing and Sales Department.

Prepared by the Business Services Department

2.2

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MUNICIPAL DOCUMENT

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Thursday, January 29, 2004

12:00 Noon

Hamilton Convention Centre

Room 314

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

- A. *Board Elections : First and Second Vice Chairs*
- B. *Community Dinner : CYO Celebrity Dinner : February 26, 2004* Attachment B
Hamilton Convention Centre
- C. *Community Dinner : HPO Gala Dinner : February 28, 2004*
Kittling Ridge Winery Inn Attachment C

INFORMATION ITEMS

- 2. **Correspondence** Attachment 2
- 3. **Minutes of Regular Meeting Held December 15, 2003** Attachment 3
 - 3.1 Errors or Omissions
 - 3.2 Motion for Approval
- 4. **Business Arising from the Minutes**
 - 4.1 Review of 2004 Operating Budget Attachment 4.1
- 5. **Reports**
 - 5.1 Director's Report : Operations/Events Delivery Attachment 5.1
 - 5.2 Director's Report : Business Services Attachment 5.2
 - 5.3 Sales Reports Attachment 5.3
 - 5.4 Confirmed Events/Performances January - April Attachment 5.4
- 6. **Private and Confidential**
- 7. **New Business**
- 8. **Other Business**
- 9. **Date of Next Meeting:** Thursday, February 26, 2004
- 10. **Adjournment**

OUTSTANDING BUSINESS

- (i) **Colliers Operational & Strategic Reviews of HECFI**
 - (ii) **Police Chief (or Designate) to Attend Future Board to Discuss Club "Colors" at Events**
 - (iii) **Governance Seminar : March 2004**
-

2004 January 23
Patricia Bennett
Secretary

MUNICIPAL DOCUMENT

LOCAL GOVERNMENT ACT 1972
SCHEDULE 2

PROVISIONS RELATING TO THE BOROUGH OF WIMBORNE

Wimborne, Dorset, 1200
Wimborne Community Centre
Room 114

WIMBORNE BOROUGH

WIMBORNE BOROUGH COUNCIL

WIMBORNE BOROUGH COUNCIL	
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MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Brad Calder
Acting Managing Director/CEO:

DATE: 2004 January 20

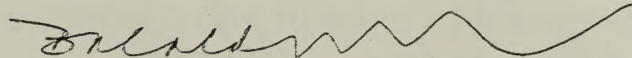
SUBJECT: **COMMUNITY DINNER : CYO Celebrity Dinner
February 26, 2004, Hamilton Convention Centre**

RECOMMENDATION:

THAT THE BOARD OF DIRECTORS PURCHASE A TABLE OF TEN TO THE CYO CELEBRITY DINNER, THURSDAY, FEBRUARY 26, 2004 AT THE HAMILTON CONVENTION CENTRE AT A COST OF \$1,000.

BACKGROUND:

- The CYO Celebrity Dinner is a high profile, community dinner. Proceeds from the event support Camp Brebeuf and Camp Marydale's special summer program for disabled children.
- Over the past several years, the Chair and First Vice-Chair (or their designates) attended the event when it was held at another banquet facility. The event has outgrown that facility and it is now being held at the Convention Centre.
- Funds are available in the 2004 Operating Budget for this event.



Brad Calder
Acting Managing Director/CEO



JAN 05 2004

CYO CELEBRITY DINNER

735 King Street East, Suite #3, Hamilton, Ontario L8M 1A1 Phone: (905) 528-0011 Fax: (905) 528-9955

Charitable Registration # 11884-1378 RR-0001

HONOURARY CHAIR

Craig Dowhaniuk
Morgan Firestone Foundation

PAST HONOURARY CHAIR

Colin Millar

PAST DINNER CHAIR

Reno Violin

DINNER CHAIR

Isabelle Lanza

PROGRAM CO-ORDINATOR

Tom Gallagher

COMMITTEE

Mary Begadon
Ron Binns
Lou Cafazzo
Mike Campanella
Shirley Collins
Rory Cornale
Waldo Corsini
Bill Cox
Mario Cupido
Pat Daly
Tony DeLuca
Frank DeNardis
Andrea DeSantis
Mike DiPaolo
Bob Dunn
Donald Dunn
Al Duwyn
Rev. Frank Freitas
John Gallagher
Mary Gillen
Dave Hansen
Rev. Ed Henhoeffer
Jim Hughes
Tom Kemp
Brian Lewis
Bill Little
Lynda Marchese
Laurine Mazzocato
Shawn McCowell
Mike Morreale
Dennis O'Brien
Jack Pelech
Carmela Perri
Tom Rocchi
Ted Russell
Frank Salvalori
Joe Sardo
Peter Sullivan
Mary Tice
Cynthia Tobin
Albert Vesprini
Mark Walton
David Wassmansdorf
Kim Watson
Wally Zatylny

EXECUTIVE DIRECTOR, C.Y.O.

Peter Rosser

January, 2004

Dear Friend,

It is our great pleasure to invite you to attend the 18th Annual C.Y.O. Celebrity Dinner to be held on Thursday, February 26, 2004, at the **Hamilton Convention Centre**.

The Celebrity Dinner is the C.Y.O.'s major fund-raising effort in support of Camp Brébeuf and Camp Marydale's special summer program for disabled children. Over the past seventeen years, this event has received tremendous community support - a sell-out crowd of over 1000 people attended last year's dinner. Our volunteer committee is convinced that this very generous support reflects genuine commitment to a truly worthwhile cause.

Last summer, 222 disabled children participated in the C.Y.O.'s integrated One-to-One Camping Programs, and it was the C.Y.O. Celebrity Dinner that made this possible! This year, our goal is to raise \$60,000 for our special campers, and your continued support will ensure that this year's dinner is a resounding success!

Tables of ten, including a guest personality, are now being sold. Your purchase of a table or individual tickets would be appreciated. Tickets are available from any member of our Committee or through the C.Y.O. office. Simply call (905) 528-0011 or fax the enclosed order form to (905) 528-9955. Please keep in mind that tickets go fast, so forward your cheque to the C.Y.O. office with the order form and reserve your seats early!

So mark your calendar for Thursday, February 26, 2004, and join us in supporting C.Y.O. summer programs for our kids!

Sincerely yours,

Craig Dowhaniuk
Morgan Firestone Foundation
Honorary Chair

Isabelle Lanza
Dinner Chair

Peter Rosser
Executive Director

18th Annual C.Y.O. Celebrity Dinner

TICKET ORDER FORM

All proceeds to C.Y.O. Camp Brébeuf-Camp Marydale-Special Camp Projects

Thursday, February 26, 2004

Hamilton Convention Centre

1 Summers Lane
Hamilton, Ontario

*Reception 5:45 – 7:00 p.m.
Dinner 7:15 p.m. (sharp)*

**Tickets go fast,
so place your
order early!**

TICKET PRICE: \$100.00 (PER PERSON)

Tables of Ten (without) or Nine (with Guest Personality) Available

Includes:

\$50.00 Charitable Tax Receipt
Reception, including 2 complimentary drinks
Five Course Dinner
Complimentary Wine with Dinner

For further information please contact Sylvia Gudzowski at the C.Y.O. Office
(905) 528-0011 or Fax (905) 528-9955 or Email: sgudzowski@cyo.on.ca

-----Cut along line-and return bottom portion-----

18th Annual C.Y.O. Celebrity Dinner

Please forward _____ ticket(s) at \$100.00 per ticket to:

Name: _____ Company: _____

Address: _____ City: _____

Postal Code: _____ Business Phone: () _____

Fax: () _____

☐ I AM NOT ABLE TO ATTEND THE 18TH ANNUAL C.Y.O. CELEBRITY DINNER
BUT WOULD LIKE TO MAKE A DONATION OF: \$ _____

Please make cheques payable to : *(Payment must accompany order)*

**C.Y.O. Celebrity Dinner
735 King Street East, Suite #3
Hamilton, Ontario L8M 1A1
Attention: Sylvia Gudzowski**

*Please forward the names of your table guests along with your cheque.
For your convenience, we have enclosed a Table Guest List sheet.*

18th Annual C.Y.O. Celebrity Dinner

Thursday February 26, 2004
Hamilton Convention Centre

Please forward this form with your cheque, as soon as possible, to:

735 King Street East, Suite #3
Hamilton, ON L8M 1A1
Phone 905-528-0011 or Fax: 905-528-9955
Attention: Sylvia Gudowski

Table Guest List

Company: _____

Contact: _____ Business Phone: () _____

Home Phone: () _____ Fax: () _____

Guest Name

Company Name (if different from above)

1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____

C

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Brad Calder
Acting Managing Director/CEO:

DATE: 2004 January 20

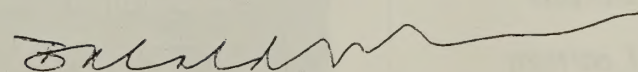
SUBJECT: COMMUNITY DINNER : 3rd Annual HPO Gala
February 28, 2004, Kittling Ridge Winery Inn

RECOMMENDATION:

THAT THE BOARD OF DIRECTORS PURCHASE TWO TICKETS ON BEHALF OF THE CHAIR AND FIRST VICE-CHAIR TO ATTEND THE 3rd Annual HPO Gala, SATURDAY, FEBRUARY 28, 2004 AT THE KITTLING RIDGE WINERY INN AT A COST OF \$200.

BACKGROUND:

- Attendance at the event by the Chair and First Vice-Chair (or their designates) will demonstrate H.E.C.F.I.'s support of this tenant's fund raising event.
- Funds are available within the 2004 Operating Budget for this event.



Brad Calder
Acting Managing Director/CEO

Join the Hamilton Philharmonic Orchestra

Saturday February 28, 2004

For a Winter Weekend Getaway

At the Prestigious

Kittling Ridge Winery Inn & Suites



For

BEST OF
BARBADOS

Weekend Package: \$150 per-person

Based on double occupancy, 2 p.m. check in

Deluxe Room for one night, Winery Tour

Elegant Dinner with Complimentary Wine

Wine Tasting, Live & Silent Auction

Afterhours Dancing at Rooftop Lounge

Evening Only Package: \$100 per-person

Elegant Dinner with complimentary Wine

Wine Tasting, Live & Silent Auction

For Reservations:

Call: 905-526-1677 or Fax: 905-526-0616

Itinerary of Events

12:00 to 2:00 p.m.
Check In

Silent Auction
12:00 to 5:30pm
in Forty Creek Restaurant

12:00 p.m.
Forty Creek Bar Open

3:30 to 5:30
Winery Tours

5:30 p.m.
Seating for Dinner

Dinner
6:00 to 8:30pm

Live Auction
8:30 to 10:00pm

Wine Tasting
9:00 to 9:15pm

10:30 until close
Live Entertainment
Shakers Rooftop Lounge

Menu

Spicy Pumpkin Soup

Chef's Salad with Lime Vinaigrette

Sunbury Calypso Chicken

Simmered in Mushroom, Sweet
Pepper & Tomato Sauce

Served with a selection
of traditional Barbados
Grilled Vegetables
&
Parsley Potatoes

Guava Pie with Ice Cream
&
Fresh Fruit Salad

Coffee & Tea

Thank you very
much for the floral
arrangement. This
was greatly appreciated.

Sandy, Bob.

Kayla, Kari

Penner.

& Mike Shoemith.

Acknowledging
with sincere thanks
your kind and
thoughtful expression
of sympathy



Mediation success stories

"Mediation success stories" is a regular column highlighting several of the recent appeals that have been resolved through mediation.

Both parties committed to mediation

The Hamilton Entertainment and Convention Facilities Inc. (HECFI) received four access requests from a member of the media. The requests were for records relating to:

- HECFI's business with a number of named entities;
- the names of consultants, advisors and temporary personnel, along with their responsibilities, fees and purposes for which they were retained, and any reports they produced;
- expenses claimed by the Board of Directors Chairs and Vice Chairs for a specified time period; and
- expenses claimed by HECFI's Managing Director/CEO for a specified time period.

In response to all four requests, HECFI applied section 12 (solicitor-client privilege) of the *Municipal Freedom of Information and Protection of Privacy Act* to deny access to the records in their entirety.

During mediation, HECFI's Freedom of Information Co-ordinator (the Co-ordinator) worked closely with the mediator and the appellant to effect a mutually satisfactory resolution of the appeals:

- HECFI identified those named entities for which they had records and notified them of the request. The named entities consented to the disclosure of their records to the appellant.
- The appellant met with representatives of HECFI and narrowed the scope of the request to those consultants, advisors and temporary personnel that had submitted invoices amounting to \$5,000 or more annually. HECFI provided the requester with a list reflecting the narrowed request.

- HECFI revised its decision and granted the appellant access to the expense claim records of the Chairs, Vice Chairs and Managing Director/CEO.

As a result, all four appeals were resolved during mediation. The positive approach to mediation exhibited by *both* the Co-ordinator and the appellant led to a resolution to the satisfaction of all concerned.

Mediation addresses appellant's real interest

After a child made an allegation to his teacher that one of his parent's had hit him, the school contacted the local Children's Aid Society (the CAS) and the local Police Service. Both agencies investigated the allegation by conducting interviews at the school and with both parents.

The other parent then made a request under the *Municipal Freedom of Information and Protection of Privacy Act* to the local Police Service for a copy of the police investigation report. The Police granted partial access to the records, severing the name of the CAS worker. The parent appealed the Police's decision.

During the mediation process, it became apparent that the appellant knew the name of the CAS worker, in fact, had met with the worker, and therefore wasn't interested in pursuing access to the severances. The appellant's real concern was that, in the appellant's view, the police investigation report did not accurately reflect the appellant's and the family's interview.

Once the mediator determined the appellant's real interest, the Police's Freedom of Information and Protection of Privacy Co-ordinator agreed to provide the mediator with the name of a police official with whom the appellant could discuss the accuracy of the reports. Once the meeting was arranged, the appellant agreed that the appeal was resolved.

JAN 19 2004

MacFund
Development Office
University Advancement

DTC - 125
1280 Main Street West
Hamilton, Ontario, Canada
L8S 4L8

Phone 905.525.9140 Ext. 24224
Toll Free 1.877.MACFUND.(622-3863)
Fax 905.524.1733
Email macfund@mcmaster.ca
<http://www.mcmaster.ca/ua/dev>

January, 2004

Ms. Patricia Bennett
Legislative Assistant
Hamilton Performing Arts Fdn. Inc.
Hamilton Place
10 MacNab Street South
Hamilton, ON L8P 4Y3

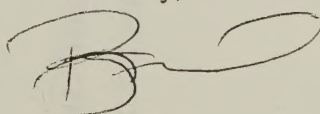
Dear Ms. Bennett:

Thank you very much for your support of McMaster University. Your participation is greatly appreciated. As you requested, your donation has been directed to the Hamilton Performing Arts Bursary Fund.

Long recognized as one of Canada's most innovative post-secondary institutions, and with an international reputation for excellence in teaching and research, McMaster University looks to the future with enthusiasm and commitment. McMaster has long been considered a pioneer in student-centred education. With your help, we will continue to build on our strengths in this area, ensuring that all of our students have an outstanding academic experience.

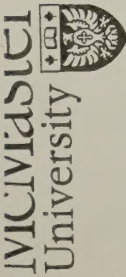
Your generous support means that many more students will have the opportunity to benefit from McMaster's innovative learning environment. On their behalf, I thank you.

Sincerely,



Roger Trull
Vice-President
University Advancement

RT:as
encl.



1280 MAIN STREET WEST
HAMILTON, ONTARIO
L8S 4L8

OFFICIAL RECEIPT NO. 0000339136

DATE: 12/31/03 AMOUNT: \$1,000.00

Thank you
For Your Donation

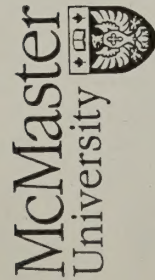
Hamilton Performing Arts Bursary Fund

Hamilton Performing Arts Fdn. Inc.
Hamilton Place
10 MacNab Street South
Hamilton, ON L8P 4Y3

R. A. Nest

DIRECTOR OF FINANCIAL SERVICES

REVENUE CANADA ALLOWS GIFT RECEIPTS TO BE USED BY EITHER
SPOUSE REGARDLESS OF THE NAME IN WHICH IT IS ISSUED.
REG. NO. 11903 5988 RR 0001



1280 MAIN STREET WEST
HAMILTON, ONTARIO
L8S 4L8

0000130072

OFFICIAL RECEIPT NO. 0000339136

DATE: 12/31/03

AMOUNT: \$1,000.00

268102

Thank you
For Your Donation

Hamilton Performing Arts Bursary Fund

Hamilton Performing Arts Fdn. Inc.
Hamilton Place
10 MacNab Street South
Hamilton, ON L8P 4Y3

R. A. Nest

DIRECTOR OF FINANCIAL SERVICES

REVENUE CANADA ALLOWS GIFT RECEIPTS TO BE USED BY EITHER
SPOUSE REGARDLESS OF THE NAME IN WHICH IT IS ISSUED.
REG. NO. 11903 5988 RR 0001



Fennell Avenue and West 5th,
P.O. Box 2034, Hamilton, Ontario,
Canada L8N 3T2
Telephone: (905) 575-1212
Fax: (905) 575-2378

December 17, 2003

Board of Directors
The Hamilton Performing Arts Foundation
C/o HECFI
10 MacNab Street S
Hamilton, ON L8P 4Y3

To the Board:

Thank you for your generous contribution to Mohawk College's Ontario Student Opportunity Trust Fund. Your gift will be doubled when matched by the Ontario Government during Phase II of this program, which was announced in June 2003.

In the first phase of the OSOTF program, Mohawk donors contributed more than \$3 million in donations and pledges. When matched the endowment fund grew to \$6 million. During the 2003-2004 school year Mohawk College will award 300 tuition scholarships of up to \$1,000 each year to students, who for financial reasons would not otherwise be able to attend.

Thank you for giving students an opportunity to pursue an education regardless of their financial circumstances. Your matched gift will make a difference for Mohawk students.

Yours truly,

A handwritten signature in cursive script that reads "Debbie Logel Butler".

Debbie Logel Butler
Director, Community Relations & Advancement

Official Receipt for
Income Tax Purposes

05062



Mohawk College of Applied Arts and Technology
135 Fennell Avenue West
Hamilton, ON L8N 3T2
Telephone: 905-575-1212
Website: www.mohawkcollege.ca
Charitable Registration No. 10771 6029 RR0001

Issue Date

December 16, 2003
5062

Hamilton Performing Arts Foundation
C/o Hamilton Entertainment and Convention Facilities Inc.
10 MacNab St S
Hamilton, ON L8P 4Y3

Receipt Amount: \$1,000.00

Date: Nov 6, 2003

Reference: OSOTF Phase II

A handwritten signature in black ink, appearing to read "D. Raha", written over a horizontal line.

D. Raha

Vice President, Finance & Administration

ORIGINAL

Mohawk College gratefully acknowledges your generous donation.



THE SALVATION ARMY
Worship Centre & Nursery School
80 Waterloo Ave
Guelph, Ontario, N1H 3H7
Mailing Address:
Box 1146
Guelph, Ontario, N1H 6N3

Office Address:
20 Birmingham St
Guelph, Ontario, N1H 4X4
Telephone: (519) 836-9360
Fax: (519) 836-1181
Community & Family Services
Victoria-York Centre
210-210 Victoria Rd. S.
Guelph, ON N1E 5R1
Telephone: (519) 836-9824

December 10, 2003

Hamilton Entertainment and Convention Facilities
10 MacNab St S
Hamilton
L8P 4Y3

Dear Friends,

Thank you very much for your wonderful and generous support for our 8th annual Breakfast with Santa and Silent Auction.

The families had a great morning bidding on your amazing donations and the children loved their visit with Santa.

It was a great day for all involved and it would not have been possible without people like you!

We were able to raise over \$2000.00 to assist in running our programs and purchasing needed classroom equipment.

On behalf of the children and families of the Salvation Army Nursery School and Junior Kindergarten, thank you again for your generosity to us.

Merry Christmas!

Carrie-Anne Milne
Community & Family Services
Assistant

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Monday, December 15, 2003
12:00 Noon
Hamilton Convention Centre
Room 314

MINUTES

PRESENT:

Mr. F. Deys, Chair
Mayor L. Dilanni
Councillor T. Whitehead
Councillor D. Mitchell
Councillor P. Bruckler
Mr. T. Anderson
Mr. D. Gillespie
Ms. B. Shackleton

REGRETS:

Councillor R. Powers
Mr. S. Monzavi
Mr. I. Thompson
Mr. P. DeCaria
Mr. R. Baboth

GUESTS:

Ms. L. Laroux, McArthur, Vereschagin
Mr. D. Logan, Director, Labor Relations

1. Opening Remarks

Chair Fred Deys called the meeting to order at 12:10 p.m. and formally welcomed new Board Members, Mayor L. Dilanni, Councillors D. Mitchell, P. Bruckler and T. Whitehead to the Board. Mr. Deys expressed his optimism about the future of the Board, saying that past difficulties are being overcome and he hoped that the new Members of the Board would assist in building a better and greater HECFI.

The Chair noted that the KPMG consultants charged with conducting an operational review of HECFI requested (at a session held prior to the Board Meeting) the timely completion of a survey which was made available in hard copy format and will be also be forwarded via e-mail. It is anticipated that the review will be provided to City Council in January.

Due to time constraints, the Chair advised that the Private and Confidential session would be moved up in the order of business. It was

MOVED by Ms. Shackleton, seconded by Mr. Gillespie that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 12:15 P.M.

MOTION CARRIED.

Staff left the meeting room at 12:15 p.m. and returned at 12:55 p.m.

MOVED by Mr. Anderson, seconded by Councillor Whitehead that

THE IN-CAMERA SESSION BE ADJOURNED AT 1:15 P.M.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 City Manager, Bob Robertson

Mr. Robertson attended the meeting to generally outline the City's financial situation and its three year business plan which includes goals to increase revenues, including user fees, and lower overall expenditures by ten percent. Capital requirements will be included in operating budgets. It is expected that budgets will be presented to Council January 2nd with a public presentation January 7th.

The Board Chair reiterated that HECFI has historically been fiscally prudent. In the past, reorganization resulted in the staff complement being reduced from 86 to 51. Annually, HECFI has reduced its municipal contribution, in accordance with its mandate; the surplus funds being allocated to a Reserve for Capital Expenditures.

The Board has planned a governance seminar early in the New Year and it was suggested that a strategic planning session could subsequently take place with the goal of developing inventive and creative ways to increase revenue.

The Acting CEO advised that HECFI has approved its operating budget for 2004, and part of the process had been to review all avenues to achieve reductions. The Director of Business Services advised that funding of HECFI's capital projects, in the past, came from its capital improvement surcharge on tickets (CIF) and any reserves resulting from surpluses at year end. Reserves have now been depleted. Future funding of capital projects has been a concern that management has discussed with City officials for a number of years.

Mr. Robertson was thanked for his presentation to the Board.

A. Community Dinner : 53rd Annual B'Nai Brith Sports Celebrity Dinner February 2, 2004, Hamilton Convention Centre

MOVED by Councillor Bruckler, seconded by Mr. Gillespie that

THE BOARD OF DIRECTORS PURCHASE A TABLE OF TEN ON BEHALF OF H.E.C.F.I. AT A COST NOT TO EXCEED \$1,250 TO THE 53RD ANNUAL B'NAI BRITH SPORTS CELEBRITY DINNER TO BE HELD FEBRUARY 2, 2004 AT THE HAMILTON CONVENTION CENTRE.

MOTION CARRIED.

2. Correspondence

MOVED by Ms. Shackleton, seconded by Mr. Gillespie that

CORRESPONDENCE BE RECEIVED FROM THE BORBATH AND BOUCHARD FAMILIES AND THE OLDER ADULT CENTRES ASSOCIATION OF ONTARIO.

MOTION CARRIED.

3. Minutes of Regular Meeting Held October 30, 2003

MOVED by Mr. Anderson, seconded by Ms. Shackleton that

THE MINUTES OF THE REGULAR MEETING HELD OCTOBER 30, 2003 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

(see above)

5. Reports

5.1 Financial Summary for the Nine Month Period Ended September 30, 2003

5.2 Financial Summary for the Ten Month Period Ended October 31, 2003

During review, the Director of Business Services stated that HECFI's over-expended municipal contribution as at October 31, 2003 was \$294,289 plus actual severance costs for the former Managing Director/CEO in the amount of \$76,881. The total amount of the deficit is \$371,170. Mr. DiFilippo is hopeful that the operational deficit will be reduced from \$294,289 to an estimated \$190,000 to \$290,000 at year end. HECFI's budget stabilization reserve will cover severance costs.

It was noted that reimbursement from the provincial government as a result of the SARS impact on business, is matched by organizations and used for the marketing of facilities. Tourism Hamilton has coordinated the City of Hamilton's application to the government.

5.3 Revenue and Statistical Analysis for the Eleven Month Period Ended November 30, 2003 : Copps Coliseum

5.4 Revenue and Statistical Analysis for the Eleven Month Period Ended November 30, 2003 : Hamilton Place

MOVED by Mayor Dilanni, seconded by Mr. Gillespie that

THE REVENUE AND STATISTICAL ANALYSES REPORTS FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 2003 FOR COPPS COLISEUM AND HAMILTON PLACE BE RECEIVED AND REMAIN CONFIDENTIAL.

MOTION CARRIED.

5.5 Sales Reports

Sales reports for the month of November from the Hospitality Sales and Client Services divisions were received.

5.6 Confirmed Events/Performances December-March

MOVED by Mayor Dilanni, seconded by Mr. Gillespie that

THE REPORT, CONFIRMED EVENTS/PERFORMANCES FROM DECEMBER 2003 TO MARCH 2004 FOR HAMILTON PLACE, COPPS COLISEUM AND HAMILTON CONVENTION CENTRE BE RECEIVED.

MOTION CARRIED.

6. Private and Confidential

See above.

7. New Business

7.1 First and Second Vice Chairs

The Chair noted that the positions of First and Second Vice Chairs have become vacant since the appointment of new Councillors to the Board and suggested that the Board consider the appointment of temporary First and Second Vice Chairs. It was moved by Councillor Mitchell and seconded by Councillor Bruckler that Councillor Powers be appointed to the position of First Vice Chair. As Councillor Powers was not in attendance and had not been consulted, it was

MOVED by Councillor Whitehead and seconded by Councillor Mitchell that

THE APPOINTMENT OF FIRST AND SECOND VICE CHAIRS BE DEFERRED TO JANUARY, 2004.

MOTION CARRIED.

7.2 Operational Review

Mr. Deys reported that consultants with KPMG are on target with the Operational Review and anticipate presentation of a draft report by January 17th and to Council by the end of January. Mayor Dilanni is hopeful of a good report and stressed the need to move beyond the past difficulties and for City Council to make a decision for the future. Existing citizen appointments have been extended to February 1st. It may be necessary to extend the appointments beyond that date. New citizen appointments will not be made until the review process has been finalized and Council has made a determination on the future of HECFI.

7.3 Retirement of Entertainment Manager John Elder

The Chair congratulated John Elder on his retirement following 30+ years of service, noting that he has made an exemplary contribution to the organization. Best wishes were extended to John.

8. Other Business

Nil

9. Date of Next Meeting

Thursday, January 29, 2004

10. Adjournment

The meeting adjourned at 2:55 p.m.

TAKEN AS READ AND APPROVED

Mr. F. Deys, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
L8R 3L4
Tel. (905) 546-4000
Fax. (905) 527-6856

4.1

FOR ACTION

MEMO TO : FINANCE AND ADMINISTRATION COMMITTEE

FROM : Mr. B. Calder, P.Eng.,
Acting Managing Director/CEO

: Mr. R. DiFilippo, CA
Director of Business Services

DATE : January 19, 2004

SUBJECT : 2004 HECFI OPERATING BUDGET

RECOMMENDATION:

THAT THE 2004 OPERATING BUDGET, WHICH PROVIDES FOR A MUNICIPAL CONTRIBUTION OF \$2,435,390 (REPRESENTING A 4.1% INCREASE) BE APPROVED.

Mr. B. Calder, P.Eng.,
Acting Managing Director/CEO

Mr. R. DiFilippo, CA
Director of Business Services

HAMILTON
CONVENTION
CENTRE

Copps
Coliseum

HAMILTON
PLACE
THEATRE

BACKGROUND:

Attached is the 2004 Operating Budget Package that contains a Municipal Contribution of \$2,435,390. This represents an increase of \$95,000 or 4.1% from the Municipal Contribution contained in the 2003 Operating Budget.

This is an extremely difficult budget year for HECFI due to the following:

- elimination of a NBA pre-season game and a second NHL pre-season game from the 2004 Operating Budget as there is no realistic prospect of booking these events.	\$111,000	4.7%
- increase in benefit costs (primarily OMERS)	92,300	3.9%
- increase in charges from the City for insurance	20,400	0.9%
- provision for 3% Cost of Living increase (including related benefits)	95,000	4.1%
- provision for wage grid/step movement	<u>79,600</u>	<u>3.4%</u>
	<u>\$398,300</u>	<u>17.0%</u>

In preparing the 2004 Operating Budget, HECFI staff have succeeded in overcoming most of these pressures. The attached budget has managed to eliminate all but the provision for COLA. It should be remembered that individual City Departments have received additional help to partially offset their cost of living increases. As a result, if HECFI was a City Department, we would be presenting only a \$71,000 budget increase (3.0%).

HECFI's ability to respond to budgetary pressures is becoming more limited each year as we are facing more competition in both the hospitality and entertainment sectors. This increased competition makes it more difficult to respond to budgetary pressures by simply increasing the revenue budget. Our ability to respond to budgetary pressures by cutting costs has been restricted by the amounts of expenditure cuts that have been implemented over the past number of years. For example, since 1990 HECFI has reduced its permanent full-time complement from 84 to 50 (representing a 40% cut). Further, if HECFI's 1986 Municipal Contribution is adjusted for the effects of inflation it would approximate \$3,755,000 in 2003 dollars which is approximately \$1,320,000 higher

than the proposed 2004 Municipal Contribution. Thus, after taking inflation into account, HECFI has effectively reduced the Municipal Contribution by 35% since its first year of operation in 1986. In addition to the foregoing, the City commissioned a consultant to review HECFI's operations in 2000 and this consultant concluded that the opportunity to reduce expenditures is limited due to the efficiency of HECFI's operations.

To put the Municipal Contribution into perspective, one should consider the importance of the three facilities managed by HECFI to the health of the downtown core. The most recent economic impact study on the three buildings concluded that they generate approximately \$180,000,000 (adjusted for inflation to 2003 dollars) for the City of Hamilton. This study was conducted some time ago and if more conservative assumptions are made, the estimated economic impact would likely be in the range of \$50,000,000 to \$100,000,000. Thus, by mid January of each year the estimated economic impact of the three facilities is equal to the cost of the Municipal Contribution.

10% Budget Reduction Scenario

City staff has requested that all City Departments and Outside Boards/Agencies present a budget scenario showing a 10% Operating Budget decrease.

For the reasons stated in earlier in this report, HECFI is facing a difficult budget year in 2004 and its ability to increase revenues or decrease expenditures is severely compromised. As a result, the best way to achieve this significant level of savings would be to review HECFI structure and procedures with the intention of seeing whether a re-organization could generate sufficient savings. As an Operational Review of HECFI is currently being conducted by a consultant appointed by City Council, it would be counter-productive for staff to conduct its own concurrent review. Accordingly, the only way to achieve a 10% cut to the Municipal Contribution would be to inflate budget revenues to include events that are not likely to materialize and to include large cuts to important expenditures such as advertising and promotions, marketing travel, maintenance and cleaning.

An example of the adjustments that would be necessary is as follows:

Advertising and Promotions cuts	\$100,000
Cleaning and Maintenance Reductions	41,500
Reductions to Marketing travel	12,500
Additional Revenues	<u>80,000</u>
	<u>\$234,000</u>

The above cuts to advertising and promotions represent a 32% reduction.

Staff do not recommend the implementation of the 10% Budget Reduction Scenario. HECFI operates in extremely competitive markets and new or substantially renovated facilities exist in both the hospitality and entertainment sectors. In this environment, advertising, maintaining client contacts and state-of-the-art infrastructure and cleanliness are prime ingredients for success. Further, adding revenues which may not materialize only increases the probability of operating at a deficit in 2004. Making the cuts would likely, in a very few years, result in reduced HECFI revenues and an increase in the municipal contribution of approximately \$600,000 to \$700,000 annually.

As well, facilities similar to those operated by HECFI will be actively seeking to attract customers that have avoided Ontario due to the SARS outbreak. The expenditure reduction that would be required to attain a ten per cent budget reduction will greatly hinder HECFI's ability to compete.

2004 HECFI OPERATING BUDGET

2004 HECFI OPERATING BUDGET

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*A Consolidated Statement of Revenue And Expenses -
Budget Estimates For 2004*

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*Comparison of 2004 Budget To
To The 2003 Budget:*

*Revenue: Rental, Licence Fees And Show Revenue
 Other Rentals
 Food, Beverage And Concessions
 Recoveries
 Box Office
 Other*

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*Expenses: Operations - Administration
 Food And Beverage
 Events Delivery
 Building Operations
 Marketing And Promotion
 Administration - CEO/Board
 Professional Fees
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2004 HECFI OPERATING BUDGET

Analysis Of Revenues By Facility Since 1995

Savings From Restructuring At HECFI Since 1990

2003 Budgeted Municipal Contribution Allocated By Facility

Historical Data:

A Review of HECFI'S Consolidated Results 1986-2004

HECFI's Municipal contribution Adjusted to 2003 Dollar Equivalents

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RENTAL LICENCE FEES AND SHOW REVENUE

EXPENSES

OPERATIONS-ADMINISTRATION	\$317,450	\$309,860	\$7,590	2.4%
FOOD AND BEVERAGE	2,534,180	2,513,665	20,515	0.8%
EVENTS DELIVERY	2,348,010	2,118,515	229,495	10.8%
BUILDING OPERATIONS	2,333,580	2,307,790	25,790	1.1%
MARKETING AND PROMOTION	1,706,340	1,631,720	74,620	4.6%
ADMINISTRATION-CEO/BOARD	425,810	553,830	(128,020)	-23.1%
PROFESSIONAL FEES	27,000	27,000	0	0.0%
BUSINESS SERVICES	499,150	462,760	36,390	7.9%
BOX OFFICE	336,960	336,190	770	0.2%
INSURANCE	157,450	137,020	20,430	14.9%
TOTAL EXPENSES	\$10,685,930	\$10,398,350	\$287,580	2.8%
MUNICIPAL CONTRIBUTION	\$2,435,390	\$2,340,390	\$95,000	4.1%

Rental, Licence Fees And Show Revenue

Includes:

- Rentals/licence fees for the use of:

Great Hall

Studio Theatre

Copps Coliseum

Meeting, exhibition and dining rooms of Hamilton Convention Centre.

- Profits/losses realized from ticket sales on shows promoted/co-promoted by HECFI.

Comparison of 2004 Budget with 2003 Budget

The decrease in the 2004 budget is primarily due to the removal of a second NHL preseason and an NBA exhibition game since it is highly unlikely that these bookings will be attained (\$45,000 effect).

2004 Budget	
Increase/(Decrease)	
Over 2003 Budget	
\$	%
(30,650)	-1.7%

Other Rentals

Includes:

- Display advertising revenue at Hamilton Place (external and internal signage)
- Casual ice rental
- Office space rentals
- Display window rentals at the Convention Centre
- Meeting room rentals at Hamilton Place
- Miscellaneous equipment rentals.

Comparison of 2004 Budget with 2003 Budget

The decrease in revenue is mainly attributable to a reduction of \$6,000 in casual ice rentals due to the ISU Skate show combined with other adjustments to better reflect historical results.

2004 Budget	
Increase/(Decrease)	
Over 2003 Budget	
\$	%
(10,570)	-4.1%

Food, Beverage and Concessions

Includes:

- Gross revenue from food and beverage operations at Hamilton Convention Centre and Hamilton Place.
- Food and beverage revenue catered by Hamilton Convention Centre at Copps Coliseum
- Commission revenue received from concessionaire (Sodexho Marriott) at Copps Coliseum

Comparison of 2004 Budget with 2003 Budget

The increase in the 2004 budget results primarily from higher Sodexho commissions (\$60,400) of which most comes from the ISU Skate show.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
74,180	2.6%

Recoveries

Includes chargebacks/billings to promoters/clients for:

- Stagehand services
- Event advertising
- Ushers/ticket takers
- Security and police services
- Rink attendants/set up
- Musicians
- Other services and costs

Comparison of 2004 Budget with 2003 Budget

The increase in revenue was done to bring the budget more in line with 2003 expected actuals. The largest component of the increase relates to stagehand recoveries(\$102,790) that results from \$82,000 in recoveries from productions of Stomp and Cats at Hamilton Place.

2004 Budget	
Increase/(Decrease)	
Over 2003 Budget	
\$	%
124,260	5.2%

Box Office

Includes:

- A fee charged to each show requiring the services of the Box Office/TicketMaster.
- Commission revenue received from TicketMaster on ticket service fees charged to patrons for:
 - (i) Tickets sold for HECFI events through TicketMaster's outlet and phone distribution system; and
 - (ii) Tickets sold at HECFI's box office for non-HECFI events.
- The mark-up on credit card fee charges.

Comparison of 2004 Budget with 2003 Budget

The increase in budgeted box office revenues is mainly due to the implementation of the VIP charges when pulling tickets on hold (\$18,000), plus additional Ticket Master commissions (\$16,980) resulting from a different mix of anticipated events.

2004 Budget	
Increase/(Decrease)	
Over 2003 Budget	
\$	%
38,940	8.1%

Other Revenue

Includes:

- Commission revenue received from souvenir sales and official suppliers
- Interest earned on advance ticket sales and deposits
- Unredeemed gift certificates
- Annual \$1,500 commission received from the Ministry of Revenue
(for collecting and remitting provincial sales taxes)

Comparison of 2004 Budget with 2003 Budget

The decrease in the budget arises mainly from a reduction in souvenir commission of \$5,530. The adjustment brings the budget more in line with expected 2003 actuals.

2004 Budget	
Increase/(Decrease)	
Over 2003 Budget	
\$	%
(3,580)	-1.0%

Events Delivery

Includes:

- Responsible for all aspects of event set-up/staging including staffing requirements, lighting, sound etc.
- Oversees beverage service at Hamilton Place.

Comparison of 2004 Budget with 2003 Budget

The increase is mainly due to higher recovery revenues in the Event Delivery section of \$169,960 plus adjustments to better reflect expected 2003 actual results, salary and wage increases for permanent staff and increased benefit costs.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
229,495	10.8%

Building Operations

Includes:

- Responsible for plant, building and equipment maintenance and operations of all three facilities

Comparison of 2004 Budget with 2003 Budget

The increased budget costs for 2004 occur as a result of salary and benefit increases of \$25,860.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
25,790	1.1%

Marketing and Promotion

Includes:

- Responsible for the overall administration of the following divisions:
 - Entertainment Division:
 - Programs the HECFI facilities in a balanced manner that reflects the tastes of the community, and liaises with promoters and producers currently using HECFI facilities to ensure their return.
 - Hospitality/Sales Division:
 - Retains the existing client base which currently utilizes HECFI facilities, while pursuing new "outside" sales opportunities, particularly large scale conventions, trade shows and corporate meetings, with the emphasis on education, medical, religious, union, professional and non-profit sectors.
 - Promotions/Public Relations Division:
 - Creates awareness of HECFI activities and events in all priority audiences including the public at large, trade and local media and clients. Continues to aggressively cultivate a positive image for HECFI programs and events and the City of Hamilton.

Comparison of 2004 Budget with 2003 Budget

The increase in costs in the 2004 budget arises primarily from increases in salaries, (\$43,900), benefits (\$20,420) and travel (\$12,420).

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
74,620	4.6%

Administration - CEO/Board

Includes:

- Providing direction to departments/divisions of HECFI as well as administrative support to the HECFI Board of Directors.
- Responsible for entertainment marketing/sales.
- Provides an advisory, support role for all HECFI departments in the field of human resource management and co-ordinates insurance and legal claims for the corporation.

Comparison of 2004 Budget with 2003 Budget

The decrease in the 2004 budget is primarily due to a provision being made for restructuring savings.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
(128,020)	-23.1%

Professional Fees

- Includes:
- Audit, legal and consulting fees

Comparison of 2004 Budget with 2003 Budget

No Variances

2004 Budget	
Increase/(Decrease)	
Over 2003 Budget	
\$	%
0	0.0%

Business Services

Includes:

- Performs a general business advisory role and provides accounting services including internal controls, financial settlements, budgeting and financial reporting for all HECFI departments.

Comparison of 2004 Budget with 2003 Budget

The increase is attributed to higher salary and benefits of \$35,600.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
36,390	7.9%

Includes:

- Providing ticketing service for all facilities in conjunction with TicketMaster Inc.

Comparison of 2004 Budget with 2003 Budget

The increase in the 2003 budget is minimal.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
770	0.2%

Insurance

Includes:

- The cost of a complete insurance programme for all facilities.

Comparison of 2004 Budget with 2003 Budget

As per instruction from City staff a 15% increase has been budgeted.

2004 Budget Increase/(Decrease) Over 2003 Budget	
\$	%
20,430	14.9%

ANALYSIS OF REVENUE BY FACILITY SINCE 1995

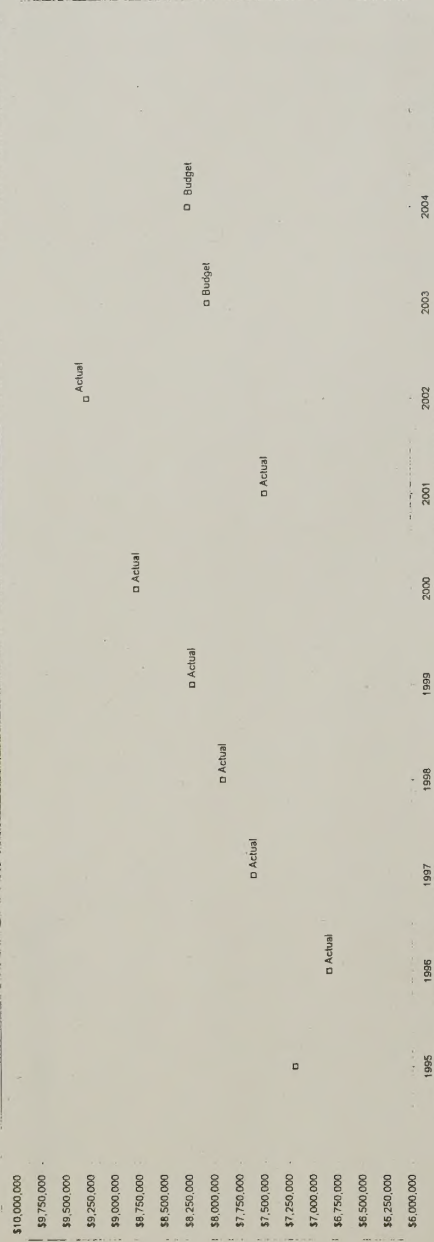
	2004 Budget Increase/(Decrease) Over 1995 Actual	
	\$	%
	\$928,765	37.6%
	(\$1,541)	-0.1%
	\$132,725	4.3%
	\$1,059,949	14.7%

Hamilton Convention Centre

Hamilton Place Theatre

Copps Coliseum

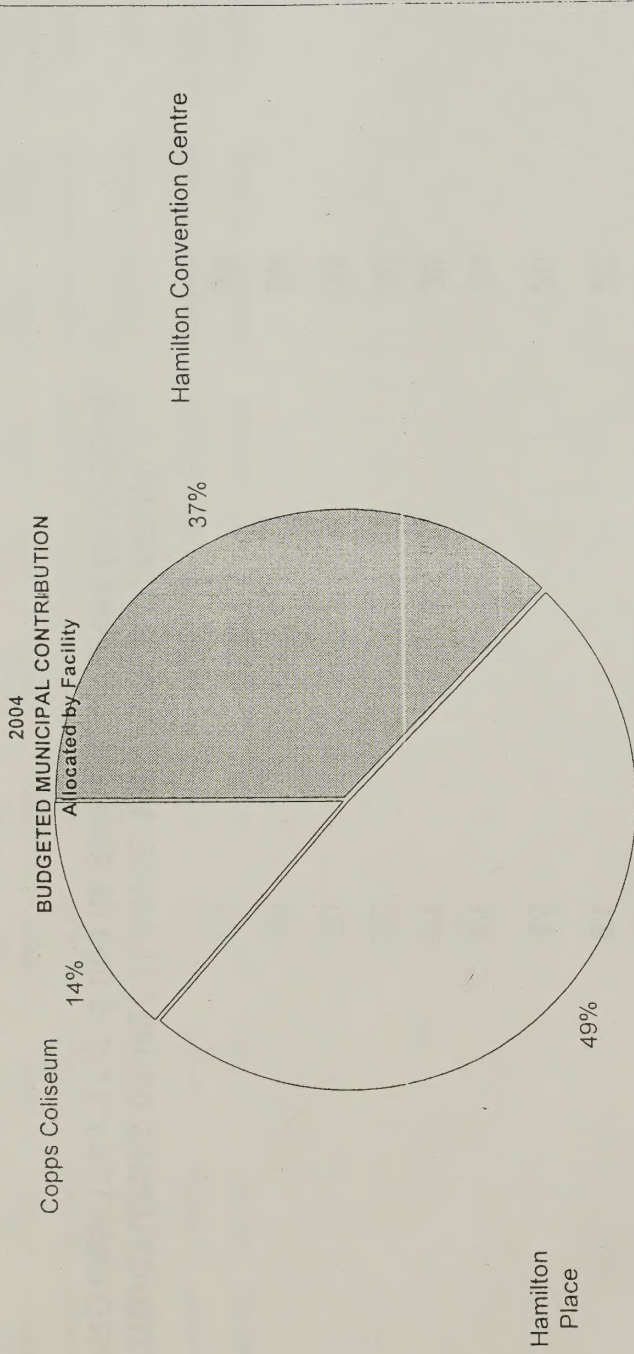
HECFI TOTAL



SAVINGS FROM RESTRUCTURING AT HECFI SINCE 1990

BUDGET YEAR	NUMBER OF PERMANENT FULL-TIME SALARY/WAGE EMPLOYEES	CUMULATIVE DECREASE SINCE 1990 BUDGET	
		NUMBER	PERCENTAGE
1990	84		
1991	80	4	5%
1992	79	5	6%
1993	73	11	13%
1994	69	15	18%
1995	64	20	24%
1996	61	23	27%
1997	61	23	27%
1998	58	26	31%
1999	51	33	39%
2000	51	33	39%
2001	50	34	40%
2002	50	34	40%
2003	50	34	40%
2004	50	34	40%

NOTE:
AS A RESULT OF RESTRUCTURING AT HECFI SINCE 1990, THE SAVING IN
2004 DOLLARS IS APPROXIMATELY \$1,918,000 IN ANNUAL OVERHEAD COSTS.



	BUDGETED MUNICIPAL CONTRIBUTION	
	2003	2004
HAMILTON CONVENTION CENTRE	\$823,210	\$908,520
HAMILTON PLACE THEATRE	1,148,520	1,192,500
COPPS COLISEUM	368,660	334,370
	<u>\$2,340,390</u>	<u>\$2,435,390</u>

	BUDGETED EXPENSES	
	2003	2004
HAMILTON CONVENTION CENTRE	\$4,238,920	\$4,306,255
HAMILTON PLACE THEATRE	2,644,570	2,797,660
COPPS COLISEUM	3,514,860	3,582,015
	<u>\$10,398,350</u>	<u>\$10,685,930</u>

	BUDGETED REVENUE	
	2003	2004
HAMILTON CONVENTION CENTRE	\$3,415,710	\$3,397,735
HAMILTON PLACE THEATRE	1,496,050	1,605,160
COPPS COLISEUM	3,146,200	3,247,645
	<u>\$8,057,960</u>	<u>\$8,250,540</u>

HAMILTON CONVENTION CENTRE
HAMILTON PLACE THEATRE
COPPS COLISEUM

A REVIEW OF HECFI'S CONSOLIDATED
RESULTS 1986-2004

Year	Revenue (1)	Expenses (2)	Excess of Expenses Over Revenue From Operations Column (2) Less Column (1) (3)	Approved Municipal Contribution Column (4)	Unexpended Municipal Contribution Less Column (3) Column (5)
1986	\$5,989,571	\$7,714,366	\$1,724,795	\$2,432,570	\$707,775
1987	7,014,761	8,554,784	1,543,023	2,535,960	992,937
1988	7,043,005	8,699,847	1,656,842	2,445,960	789,118
1989	7,190,248	9,655,484	2,465,236	2,465,320	84
1990	7,412,458	10,008,734	2,596,276	2,602,180	5,904
1991	7,075,528	9,402,646	2,327,118	2,705,170	378,052
1992	7,195,750	9,722,120	2,526,370	2,702,370	176,000
1993	6,700,768	9,144,254	2,443,486	2,712,590	269,104
1994	6,492,176	8,723,482	2,231,306	2,503,740	272,434
1995	7,190,591	9,315,938	2,125,347	2,426,150	300,803
1996	6,836,538	9,206,523	2,369,985	2,402,290	32,305
1997	7,609,475	9,878,689	2,269,214	2,356,290	87,076
1998	7,911,792	10,072,937	2,161,145	2,276,350	115,205
1999	8,213,402	10,112,624	1,899,222	2,082,910	183,688
2000	8,770,498	10,543,861	1,773,363	2,007,460	234,097
2001	7,489,535	9,538,052	2,048,517	2,050,510	1,993
2002	9,280,446	11,225,456	1,945,010	2,050,510	105,500
2003	8,057,960	10,398,350	2,340,390	2,340,390	0
2004	8,250,540	10,665,930	2,435,390	2,435,390	0

NOTES:

(1) Included in the approved municipal contribution amounts (Column (4)) for 1990 and 1991 are the following additional funding requirements:

	1990	1991
Cost of Implementing Pay/Internal Equity in Accordance With Provincial Legislation	\$396,860	\$462,860
Transfer of the Central Utilities Plant To The City	NIL	61,710
	<u>\$396,860</u>	<u>\$524,570</u>

(2) The unexpended municipal contributions were returned to the City and used primarily to fund HECFI's reserve for capital projects.

HECFI'S MUNICIPAL
CONTRIBUTION ADJUSTED
TO 2003 DOLLAR EQUIVALENTS

Year	Approved Budgeted Municipal Contribution (1)	Canadian Consumer Price Index As At December 31 (2)	Constant Dollar Adjustment Factor (3)	Approved Budgeted Municipal Contribution In Constant 1986 Dollars (4)
1986	\$2,432,570	101.9	1.5437	\$3,755,086
1987	2,535,960	106.1	1.4826	3,759,722
1988	2,445,960	110.3	1.4261	3,488,210
1989	2,465,320	116.0	1.3560	3,343,059
1990	2,602,180	121.8	1.2915	3,360,615
1991	2,705,170	126.4	1.2445	3,366,481
1992	2,702,370	129.1	1.2184	3,292,663
1993	2,712,590	131.3	1.1980	3,249,737
1994	2,503,740	131.6	1.1953	2,992,692
1995	2,426,150	133.9	1.1748	2,850,137
1996	2,402,290	136.8	1.1499	2,762,282
1997	2,356,290	137.8	1.1415	2,689,727
1998	2,276,350	139.2	1.1300	2,572,341
1999	2,082,910	142.8	1.1015	2,294,410
2000	2,007,460	147.4	1.0672	2,142,289
2001	2,050,510	148.5	1.0593	2,172,022
2002	2,050,510	154.2	1.0201	2,091,733
2003	2,340,390	157.3	1.0000	2,340,390

NOTES:

(1) Column (4) above indicates that HECFI's approved budgeted municipal contribution has been declining in terms of 2003 dollars from a level of \$3,735,941 in 1986 to \$2,340,390 in 2003, (i.e. the 2003 budget is \$1,395,551 or 37% lower than the inflation adjusted 1986 budget).

(2) Included in the approved municipal contribution amounts in Column (1) for 1990 and 1991 are the following additional funding requirements:

	1990	1991
Cost Of Implementing Pay/Internal Equity In Accordance With Provincial Legislation	\$396,860	\$462,860
Transfer Of The Central Utilities Plant To The City	NIL	61,710
	<u>\$396,860</u>	<u>\$524,570</u>



DIRECTOR'S REPORT - OPERATIONS/EVENTS DELIVERY

The Director of Operations/Events Delivery presents herein, his report for the month of January 2004.

Food and Beverage Section -

Event activity scheduled for the month of January at the Convention Centre includes:

Conventions/conferences/trade shows for;

- ~ Michael G. DeGroote School of Business conference
- ~ Prestige Bridal consumer show

Banquets/receptions for;

- ~ Salute to Vienna
- ~ TDL Group Ltd.
- ~ 2004 ISU Four Continents Figure Skating Championships
- ~ Hamilton & District Chamber of Commerce, Distinguished Citizen of the Year Award
- ~ McMaster Students Union Inc.

Meetings/meal functions for;

- ~ Canadian Association of Professional Speakers
- ~ McMaster e Commerce Research Centre
- ~ Catholic Youth Organization
- ~ Hamilton Halton Home Builders' Association
- ~ Workplace Safety and Insurance Board
- ~ Hamilton Academy of Medicine
- ~ Society of Cable Telecommunications Engineers, Ontario Chapter

Miscellaneous functions for;

- ~ College of Nurses of Ontario examinations
- ~ Fred Pryor seminars

Total revenue from food and beverage sales and room rentals is projected to meet the budgetary target of \$202,000.00 established for the month of January.

Events Delivery Section -

Events scheduled at Copps Coliseum include:

- ~ four (4) Hamilton Bulldogs hockey games
- ~ the 2004 ISU Four Continents Figure Skating Championships
- ~ the 2004 Hamilton RV Show

In the Great Hall at Hamilton Place, events scheduled include;

- ~ A Salute to Vienna
- ~ rehearsals and a Performance Series concert by the Hamilton Philharmonic Orchestra
- ~ two (2) performances by Bill Cosby
- ~ graduation exercises for Career College
- ~ a performance of The Pink Floyd Experience
- ~ staging, rehearsal and one of three performances of The Portrait of Manon/The Human Voice by Opera Ontario

Activity scheduled in the Studio Theatre includes:

- ~ three (3) performances by the McMaster Dance Club
- ~ a tribute concert to the music of Elvis Presley

Building Operations Section -

A call for tenders relating to the provision of contract building security services for the three facilities has been issued and will close on January 15.

Tender documents relating to the provision of contract janitorial services have been completed and will soon be issued through the City Purchasing Division.

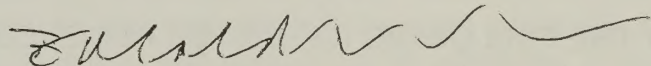
Upgrades to the video surveillance system servicing the three facilities have been completed. Cassette recording devices and television monitors were replaced with a computer based operating system and digital recording devices.

The roof replacement project approved for the Convention Centre has been rescheduled to the spring due to delays caused by the wet fall weather. The contractor will honour the price quoted for the work to be undertaken.

Renovations to the barrier free seating area of Hamilton Place have commenced. Once completed, ten additional barrier free seating locations will be created.

Work is underway to replace the safety rigging cables at Copps Coliseum. The weight capacity of the cables and attachment devices will be increased as a result of this replacement project.

Respectfully submitted,



BNC:mgm

B. N. Calder, P.Eng.,
Director of Operations/Events Delivery.

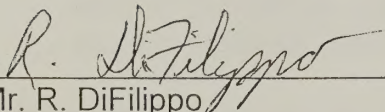
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HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEMO TO : HECFI FINANCE AND ADMINISTRATION COMMITTEE
FROM : Mr. R. DiFilippo, CA
Director of Business Services
DATE : 2004 January 13
SUBJECT : Report from the Director of Business Services

RECOMMENDATION:

THAT THE FOLLOWING REPORT BE RECEIVED FOR INFORMATION.



Mr. R. DiFilippo
Director of Business Services

2004 OPERATING BUDGET

City staff are in the process of presenting the City's 2004 Budget package to Council. We have just been informed that HECFI will be presenting the Operating Budget to the Corporate Administration Subcommittee on January 21. At the Finance and Administration Committee meeting we will provide a verbal update as to how this presentation was received.

2003 YEAR END AUDIT

The year end audit field work is tentatively scheduled to commence on March 22. Should the City encounter problems in closing its books, this date could well be postponed.

Staff have discussed the planning of the audit with Grant Thornton and it is anticipated that they will be presenting an Audit Planning Memorandum to the Audit Committee in February. When discussing the contents of this document it became apparent that there is a strong likelihood that Grant Thornton will require us to eliminate a large portion of the unrefunded Pavarotti ticket proceeds. There is currently \$69,995 still outstanding and this balance is very large versus the "materiality threshold" that will be utilized by Grant Thornton when conducting their audit. In September, 2003 the attached report on Unclaimed Pavarotti Ticket Proceeds was presented to the Finance and Administration Committee and it was decided to take no action in 2003 since it was thought that the auditors would consider the amount immaterial. As discussions have revealed that the auditors do in fact consider the balance to be significant and in an attempt to avoid a request for a late accounting adjustment, consideration should be given to leaving a small amount on the books (say \$10,000 to \$15,000) and removing the remainder of the balance.

PURCHASES GREATER THAN \$100,000

There have been no purchases greater than \$100,000 since the last committee meeting.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
L8R 3L4
Tel. (905) 546-4000
Fax. (905) 527-6856

FOR INFORMATION

MEMO TO : FINANCE AND ADMINISTRATION COMMITTEE

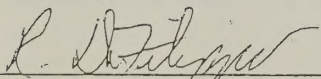
FROM : Mr. R. DiFilippo, CA
Director of Business Services

DATE : August 29, 2003

SUBJECT : TICKET PROCEEDS – PAVAROTTI SHOW

RECOMMENDATION:

THAT THE ATTACHED REPORT BE RECEIVED FOR INFORMATION.



Mr. R. DiFilippo, CA
Director of Business Services

HAMILTON
CONVENTION
CENTRE

Copps
Coliseum

BACKGROUND:

On February 14, 1999 the Luciano Pavarotti concert was postponed to July 11, 1999. Subsequently this show was cancelled and large scale ticket refunds occurred.

Policy POL-00057 stipulates that the proceeds of unredeemed tickets for cancelled shows be taken into income in the year following the year of the show. This policy envisions shows where the ticket sales are low as most performances are cancelled due to poor ticket sales.

At the end of the year 2000, it was decided that the unredeemed ticket sales on the Pavarotti show should remain in a liability account rather than being taken into income and the Finance Committee was informed. It is HECFI policy to honour ticket refunds no matter when the tickets are presented and therefore if we had taken the unredeemed sales into income in 2000 there was the very real possibility that we could refund large amounts in ticket proceeds in future years. Doing so would create negative income in the year of refunding and the "conservative principle" in accounting would suggest not taking the unclaimed tickets into revenue at the end of 2000. Some additional refunds were made in 2001 but no further refunding occurred in 2002. Originally, the plan was to take the proceeds into revenue at the end of 2002 but later in that year negotiations commenced for a possible Andrea Bocelli show in 2003. The demographics for this concert could have shown some similarity to the Pavarotti show which could have resulted in reminding people that they had not yet obtained their refunds for the latter event. Following the "conservative principle" it was decided to postpone application of POL-00057 until 2003 and the auditors agreed with this assessment.

To date in 2003, there have been no further refunds on the Pavarotti show and the outstanding balance is \$70,135. Any unredeemed amount will be taken into income this fiscal year.

HOSPITALITY FUTURE SALES BOOKING REPORT

DECEMBER 2002 - 2003

MONTH	CONVENTIONS				SPECIAL EVENTS/AMATEUR SPORTS				OTHER				TOTALS			
	Attained 2002		Attained 2003		Attained 2002		Attained 2003		Attained 2002		Attained 2003		Attained 2002		Attained 2003	
	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars
January	1	28,000	3	95,000	1	6,000	0	0	4	28,000	0	0	6	62,000	3	95,000
February	1	10,000	2	73,000	1	15,000	0	0	1	2,000	0	0	3	27,000	2	73,000
March	4	169,000	2	55,000	0	0	1	17,000	2	18,000	2	17,000	6	187,000	5	89,000
April	4	220,000	5	124,000	0	0	0	0	3	24,000	3	56,000	7	244,000	8	180,000
May	4	143,000	1	65,000	0	0	1	160,000	2	21,000	0	0	6	164,000	2	225,000
June	1	20,000	2	85,000	0	0	0	0	1	25,000	0	0	2	45,000	2	85,000
July	2	99,000	1	35,000	0	0	0	0	1	6,000	1	55,000	3	105,000	2	90,000
August	4	120,000	1	5,000	0	0	0	0	3	55,000	0	0	7	175,000	1	5,000
September	3	78,000	3	128,000	0	0	0	0	1	4,000	1	3,000	4	82,000	4	131,000
October	1	10,000	1	50,000	0	0	0	0	2	17,000	2	30,000	3	27,000	3	80,000
November	2	130,000	3	60,000	0	0	0	0	2	12,000	1	15,000	4	142,000	4	75,000
December	1	50,000	3	63,000	1	15,000	0	0	2	14,000	1	2,000	4	79,000	4	65,000
TOTAL	28	1,077,000	27	838,000	3	36,000	2	177,000	24	226,000	11	178,000	55	1,339,000	40	1,193,000

CLIENT SERVICES BOOKING REPORT

DECEMBER 2002 & 2003

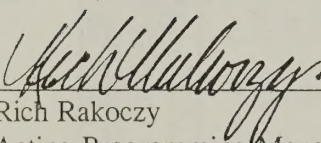
MONTH	MEALS & BANQUETS				MEETINGS				RECEPTIONS				WEDDINGS			
	Attained 2002		Attained 2003		Attained 2002		Attained 2003		Attained 2002		Attained 2003		Attained 2002		Attained 2003	
	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars
January	9	70,200	10	72,481	25	21,763	24	27,889	4	20,390	2	3,356	0	0	1	7,153
February	8	39,226	7	123,562	18	38,071	20	32,827	2	7,375	1	2,995	0	0	0	0
March	5	33,885	1	314	17	35,262	26	46,587	0	0	2	5,501	0	0	0	0
April	10	52,279	8	108,568	14	7,225	18	24,879	4	10,715	1	2,938	0	0	0	0
May	11	122,312	13	54,459	14	23,621	17	15,594	0	0	0	0	1	10,830	0	0
June	11	152,907	8	70,067	10	34,069	5	13,372	1	13,910	1	12,360	0	0	3	30,010
July	6	30,878	8	110,517	7	11,050	7	15,849	0	0	3	4,582	1	3,220	0	0
August	4	28,529	1	19,227	8	9,116	9	16,534	0	0	0	0	0	0	0	0
September	7	53,968	7	36,814	13	38,242	20	64,173	0	0	1	5,446	0	0	1	3,052
October	10	38,065	5	47,535	21	45,040	13	28,329	0	0	1	2,608	1	3,700	0	0
November	9	100,452	11	87,011	14	29,708	20	23,033	2	4,920	2	5,168	0	0	0	0
December	3	46,577	11	103,160	7	4,893	5	3,081	0	0	0	0	0	0	1	10,730
TOTAL	93	769,278	90	833,715	168	298,060	184	312,147	13	57,310	14	44,954	3	17,750	6	50,945

MONTH	TRADE SHOWS				OTHER				TOTALS			
	Attained 2002		Attained 2003		Attained 2002		Attained 2003		Attained 2002		Attained 2003	
	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars	Events	Dollars
January	1	10,896	0	0	1	3,576	2	22,133	40	126,825	39	133,012
February	1	9,139	1	6,002	3	73,195	4	77,064	32	167,006	33	242,450
March	0	0	1	4,375	3	3,900	1	1,696	25	73,047	31	58,473
April	0	0	2	12,151	3	32,550	0	0	31	102,769	29	148,536
May	2	27,807	0	0	2	3,962	2	14,225	30	188,532	32	84,278
June	0	0	0	0	5	16,520	10	27,992	27	217,406	27	153,801
July	0	0	1	47,408	2	14,544	1	7,960	16	59,692	20	186,316
August	0	0	0	0	1	1,300	3	18,984	13	38,945	13	54,745
September	0	0	2	34,307	3	11,513	2	3,300	23	103,723	33	147,092
October	1	3,241	2	27,341	2	2,361	2	3,759	35	92,407	23	109,572
November	0	0	0	0	1	520	1	125	26	135,600	34	115,337
December	2	52,988	1	9,880	0	0	7	18,562	12	104,458	25	145,413
TOTAL	7	104,071	10	141,464	26	163,941	35	195,800	310	1,410,410	339	1,579,025

5.4

REPORT TO : MARKETING & SALES COMMITTEE
FROM : Mr. Rich Rakoczy
Acting Programming Manager
DATE : 2004 January 12
RE : CONFIRMED EVENTS/PERFORMANCES
FROM JANUARY 2004 TO APRIL 2004

The attached chart details the status of confirmed events/performances at Hamilton Place, Copps Coliseum, and Hamilton Convention Centre from January 2004 TO APRIL 2004.
Respectfully submitted:



Rich Rakoczy
Acting Programming Manager

Confirmed Events/Performances

Events other than rentals are marked * (P) ** (CP)

JAN 2004	HAMILTON PLACE Great Hall	HAMILTON PLACE Studio Theatre	H.C.C.	COPPS COLISEUM
1	Salute to Vienna 2:30 pm (CP)		Salute To Vienna Reception 4 pm	
2				Hamilton vs Syracuse Crunch 7:00 pm
3				Hamilton vs Toronto Roadrunners 3:30 pm
4				
5				
6				
7				
8		HPO Rehearsals 10 am & 2 pm		
9	HPO Rehearsals 10 am & 2 pm			Hamilton vs Cleveland Barons 7:00 pm
10	HPO Sold To The Devil 8:00 pm			Hamilton vs Manitoba Moose 3:30 pm
11				Ice & Building Preparation
12				Ice & Building Preparation
13		HPO Auditions 10:00 am-4:00 pm		Ice & Building Preparation
14		Ontario College of Nurses 9:00 am- 5:00 pm		Ice & Building Preparation
15				ISU FS Championships Move In/Set Up
16		Private Reception		ISU FS Championships Move In/Set Up
17	Bill Cosby 6:30 pm & 9:00 pm (P)	Mac Dance Club 8:00 pm		ISU FS Championships Move In/Set Up
18		Mac Dance Club 2:00 pm & 8:00 pm		ISU FS Championships Move In/Set Up
19				ISU FS Championships - Qualifiers
20				ISU FS Championships - Qualifiers
21				ISU FS Championships Opening 4:00 pm
22				ISU FS Championships Dance/Short 1pm
23	Career College Graduation 7:00 pm			ISU FS Championships Dance/Ladies 4:00 pm
24	The Pink Floyd Experience 8:00 pm (CP)	Elvis Double Trouble 8:00 pm		ISU FS Championships Pairs/Men Free 4:00 pm
25				ISU FS Championships - Gala 3:00 pm
26				Ice Out
27				Ice Out
28	Opera Hamilton Pre Hang/Move In			Ice Out
29	Opera Hamilton Dress Rehearsal 7:30 pm		Classic Rock Thursday 8 pm	Hamilton RV Show Move In/Setup
30	Opera - Dark			Hamilton RV Show 12:00 pm - 9:00 pm
31	Opera Hamilton - Portrait of Manon 8 pm			Hamilton RV Show 12:00 pm- 9:00 pm

Confirmed Events/Performances

Events other than rentals are marked * (P) ** (CP)

FEB 2004	HAMILTON PLACE Great Hall	STUDIO THEATRE	H.C.C.	COPPS COLISEUM
1	Opera - Open	Players Guild - Open		RV Show 10:00 am - 6:00 pm
2	Opera - Open	Players Guild - Open		RV Show Move-Out
3	Opera - Open	Players Guild - Move In		Ice In
4	Opera - Open	Players Guild - Move In		Hamilton vs Rochester 7:00 pm
5	Opera - Portrait of Manon 8:00 pm	Love In A Minor Key - 7:30 pm		Concert set up
6	Opera - Dark	Love In A Minor Key - 8:00 pm		Sarah Brightman 8:00 pm (CP)
7	Opera - Portrait of Manon 8:00 pm	Love In A Minor Key - 8:00 pm		Celebrity Hockey Game 12:00 pm / Bulldogs vs St. John's Maple Leafs 3:30 pm
8		Players Guild - Dark		Greatest NHL Oldtimers Hockey 4:00 pm
9		Players Guild - Dark		
10		Players Guild - Dark		
11	Ballet Jorgen Move In/Rehearsal	Players Guild - Dark		Bulldogs vs St. John's Maple Leafs 7:00 pm
12	Ballet Jorgen 12:30 pm & 8:00 pm	Love In A Minor Key - 8:00 pm		
13	HPO Rehearsal 2:00 pm - 4:30 pm	Love In A Minor Key - 8:00 pm		Hamilton vs Toronto Roadrunners 7:00 pm
14	HPO - Be My Valentine 8:00 pm	Love In A Minor Key 2pm & 8pm		
15		itap Productions presents This is Tap 7:30 pm		Hamilton vs Manitoba Moose 4:00 pm
16				
17				Hamilton vs Cincinnati Mighty Ducks 7:00 pm
18				Indoor Games Move In
19		The Arrogant Worms 8:00 pm		Indoor Games Event Day - 8 am - 6 pm
20	Bear In Big Blue House 7:00 pm			Indoor Games Event Day - 8 am - 6 pm
21	Bear In Big Blue House 10:30 am/2pm	Sarena Paton CD Release 8:00 pm		Hamilton vs Cincinnati Mighty Ducks 7:00 pm
22	Bear In Big Blue House 1 pm/4:30 pm			Hamilton vs Albany River Rats 4:00 pm
23				
24				
25				
26				
27	Stomp 8:00 pm (CP)			
28	Stomp 2:00 pm & 8:00 pm (CP)	Symphony Hamilton 8:00 pm		Hamilton vs Syracuse Crunch 7:00 pm
29	HPO Family Concert 2:00 pm			

Confirmed Events/Performances

Events other than rentals are marked * (P) ** (CP)

MAR 2004	HAMILTON PLACE Great Hall	HAMILTON PLACE Studio Theatre	H.C.C.	COPPS COLISEUM
1				
2	Festival of Strings 7:30 pm	Festival of Strings		
3	An Evening with The Ten Tenors 7:30 pm (CP)			Bulldogs vs. Syracuse Crunch - 7:00 p.m.
4				
5				Nickelback/Puddle of Mudd 7:00 pm (CP)
6	An Evening with Roger Whittaker 8:00 pm (P)			
7				
8				
9	Andre Philippe Gagnon 7:30 pm (CP)			
10	Ryan Malcolm 8:00 pm (CP)			
11		HPO Rehearsal 10 am		Bulldogs vs Chicago Wolves 7:00 pm
12	An Evening with Tom Jones 8:00 pm	HPO Rehearsals 10 am/2 pm		
13	HPO Virtuosity 8:00pm			Bulldogs vs. Rochester Americans 7pm
14				John Mayer 7:30 pm (CP)
15	Gypsy Spirit Journey of the Roma 7:30 pm (CP)			Bulldogs vs. Manitoba Moose 7:00 pm
16				Disney on Ice- Move In
17				Disney on Ice 7:00 pm
18				Disney on Ice 1:00 pm / 6:30 pm
19				Disney on Ice 1:00 pm / 6:30 pm
20	The Live Lawrence Welk Show 2:00 pm (CP)			Disney On Ice 1:00 pm & 5:00 pm
21				Disney On Ice 1:00 pm & 5:00 pm
22				Disney Move Out
23				
24				
25	The Musical Box 8:00 p.m. (P)	The Shooting Eye - Move In		
26	Ron James 8 pm	The Shooting Eye 8:00 pm		Bulldogs vs. St. John's - 7:00 pm
27	Hamilton All Star Jazz 20 th Anniversary 8:00 pm	The Shooting Eye 8:00 pm		
28		The Shooting Eye 2:00 pm		
29				
30				
31				

* Disney on Ice: Mickey & Minnie's Magical Journey

Confirmed Events/Performances

Events other than rentals are marked * (P) ** (CP)

APR 2003	HAMILTON PLACE Great Hall	HAMILTON PLACE Studio Theatre	H.C.C.	COPPS COLISEUM
1		HPO Rehearsal 2:00 pm - 4:30 pm		
2	HPO From Harlem to Hollywood 8pm			
3	Burlington Teen Tour Band - Move In/ Rehearsal			Bulldogs vs. Cleveland Barons - 7:00 pm
4	Burlington Teen Tour Band 2:00 pm	Player's Guild - Move In		Bulldogs vs. Rochester Americans- 4:00 pm
5		Player's Guild - Rehearsals		
6		Player's Guild - Rehearsals		
7	Halton Music Showcase 7:30 pm	Player's Guild - Rehearsals	Halton Showcase	
8		Top Girls 7:30 p.m.		Harlem Globetrotters 7:00 pm
9		Top Girls 8:00 pm		
10		Top Girls 8:00 pm		
11		Player's Guild - Dark		
12		Player's Guild - Dark		
13	APMA Convention - Move In	Player's Guild - Dark		
14	APMA Convention 8:00 am- 9:00 pm	Player's Guild - Dark		
15	APMA Convention 8:00 am- 5:00 pm / Opera Prehang	Top Girls 8:00 pm		
16	Helmut Lotti " Pop Classics in Symphony" 8:00 pm (CP)	Top Girls 8:00 pm		
17	Opera Hamilton - Load In	Top Girls 2:00 pm / 8:00 pm		
18	Opera Hamilton Set Up	Opera Orchestra Rehearsal 10 am - 5 pm		
19	Opera Hamilton Rehearsals 10am-5pm			
20	Opera Hamilton Rehearsals 10am-5pm			
21	Opera Hamilton Rehearsals 10am-5pm			
22	Opera Hamilton - Otello 7:30 pm			Aerosmith 7:30 pm (CP)
23	Opera Hamilton - Dark	Rik Emmett 8:00 pm		HSBC Stars on Ice Move In
24	Opera Hamilton - Otello 8:00 p.m.	Opera Insights 7:00 p.m.		HSBC Stars on Ice 7:30 pm
25	Opera - Dark			
26	Opera - Open			
27	Earth Day	Earth Day		
28	Opera - Open			
29	Opera Hamilton - Otello 8:00 p.m.	Opera Insights 7:00 p.m.		
30	Opera Hamilton - Dark	Symphony Hamilton Rehearsal 7:30 pm		

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

MEMORANDUM

TO: MARKETING & SALES COMMITTEE

FROM: Mr. B. Calder, Acting Managing Director/CEO
Mr. S. Farrauto, Hospitality Programming & Sales Manager

DATE: 2004 January 12

SUBJECT: Confirmed & Actual Bookings at the Hamilton Convention Centre
DECEMBER, 2003, JANUARY & FEBRUARY, 2004

MONTH OF DECEMBER, 2003

<u>TYPE OF EVENT</u>	<u>TOTAL # OF EVENTS</u>	<u>TOTAL ESTIMATED ATTENDANCE</u>
BANQUETS	15	4,390
MEETINGS	9	4,856
CONVENTIONS	0	0
TRADE & CONSUMER SHOWS	0	0
OTHER	5	3,770
TOTAL	29	13,016

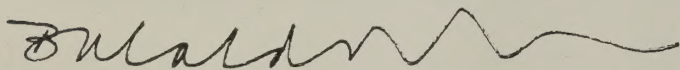
MONTH OF JANUARY, 2004

<u>TYPE OF EVENT</u>	<u>TOTAL # OF EVENTS</u>	<u>TOTAL ESTIMATED ATTENDANCE</u>
BANQUETS	6	3,460
MEETINGS	20	1,706
CONVENTIONS	1	800
TRADE & CONSUMER SHOWS	1	5,000
OTHER	5	1,355
TOTAL	33	12,321

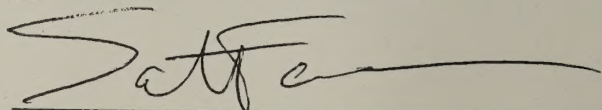
MONTH OF FEBRUARY, 2004

<u>TYPE OF EVENT</u>	<u>TOTAL # OF EVENTS</u>	<u>TOTAL ESTIMATED ATTENDANCE</u>
BANQUETS	8	3,460
MEETINGS	3	510
CONVENTIONS	0	0
TRADE & CONSUMER SHOWS	3	7,500
OTHER	3	7,100
TOTAL	17	18,570

Respectfully submitted,



Brad Calder
Acting Managing Director/CEO



Sal Farrauto
Hospitality Programming & Sales Manager

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